

ARMY REGULATION  
No. 10-5

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON DC, 1 November 1978

**ORGANIZATION AND FUNCTIONS  
DEPARTMENT OF THE ARMY**

*Effective Upon Receipt*

This revision is a complete update of the organizations and functions of the Department of the Army current as of 1 August 1978. Local limited supplementation of this regulation is permitted, but is not required. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to HQDA (DACS-DMS), WASH DC 20310; other commands will furnish one copy of each to the next higher headquarters.

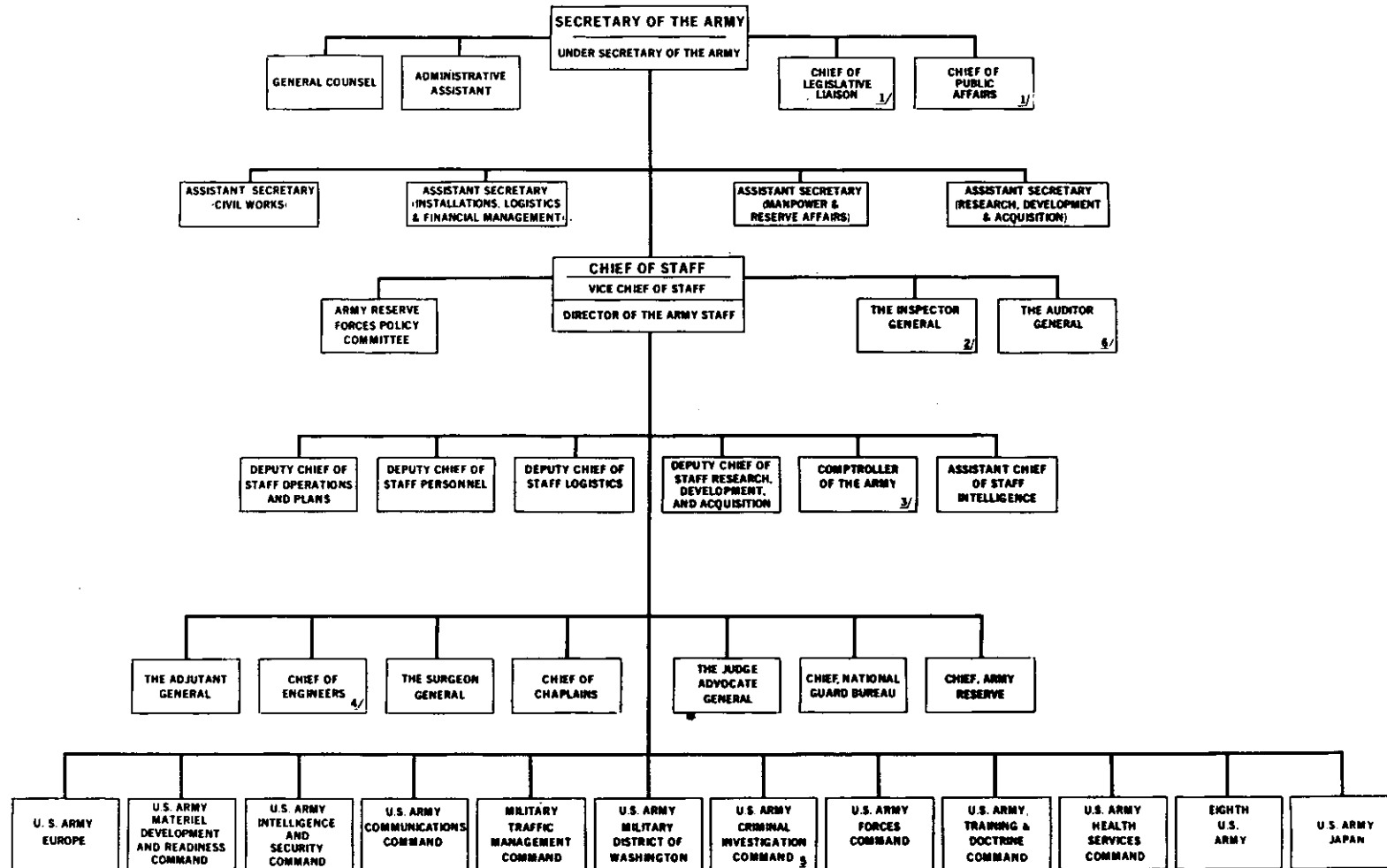
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# ORGANIZATION OF THE DEPARTMENT OF THE ARMY



1/ CHIEF OF LEGISLATIVE LIAISON AND THE CHIEF OF PUBLIC AFFAIRS REPORT DIRECTLY TO THE SECRETARY OF THE ARMY AND ARE RESPONSIVE TO THE CHIEF OF STAFF.

2/ THE INSPECTOR GENERAL SERVES AS THE CONFIDENTIAL REPRESENTATIVE OF, AND REPORTS DIRECTLY TO, THE SECRETARY OF THE ARMY AND TO THE CHIEF OF STAFF UPON THE MORALE, DISCIPLINE, EFFICIENCY, AND ECONOMY OF THE ARMY.

3/ THE COMPTROLLER OF THE ARMY IS UNDER THE DIRECTION AND SUPERVISION OF, AND IS DIRECTLY RESPONSIBLE TO, THE ASSISTANT SECRETARY OF THE ARMY (IL & FM), WITH CONCURRENT RESPONSIBILITY TO THE CHIEF OF STAFF.

4/ THE CHIEF OF ENGINEERS REPORTS THROUGH THE ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS) TO THE SECRETARY OF THE ARMY ON CIVIL WORKS MATTERS.

5/ COMMANDER, U. S. ARMY CRIMINAL INVESTIGATION COMMAND REPORTS DIRECTLY AND CONCURRENTLY TO THE SECRETARY OF THE ARMY AND THE CHIEF OF STAFF ON CRIMINAL INVESTIGATION MATTERS.

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1 November 1978

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## CHAPTER 1

### GENERAL

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**1-1. Purpose.** This regulation sets forth the organization and functions of the Department of the Army (DA) and the general responsibilities of the heads and commanding generals of its major elements.

**1-2. Explanation of terms.** *a. Department of the Army.* The executive part of the Department of the Army at the seat of Government and all field headquarters, forces, Reserve Components, installations, activities, and functions under the control or supervision of the Secretary of the department (10 USC 101(5)).

*b. Headquarters, Department of the Army (HQDA).* The executive part of the DA at the seat of Government. It is the highest level headquarters in the DA, composed of the Office, Secretary of the Army; the Army General, Special, and Personal staffs; and specifically designated staff-support agencies. It exercises directive and supervisory control over the DA. It is not restricted to agencies and personnel located in the Washington, DC metropolitan area but includes dispersed agencies and personnel performing "national headquarters" functions, as distinguished from "field" or "local" functions.

*c. Army field commands.* All of the DA exclusive of that part defined as HQDA by *b* above. Army field commands include all field headquarters, forces, Reserve Components, installations, activities, and functions under the control or supervision of the Army.

*d. Major Army command (MACOM).* A command directly subordinate to, established by authority of, and specifically designated by HQDA. Army Component commands of unified

and specified commands are major Army commands.

*e. Field operating agency (FOA).* An agency under the supervision of Headquarters, Department of the Army, but not a major Army command or part of a major Army command, which has primary mission of executing policy.

**1-3. Objective.** The objective of the Army is set forth in section 3062(a) and (b) of title 10 United States Code which states—

"(a) It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of—

(1) preserving the peace and security, and providing for the defense of the United States, the territories, commonwealths, and possessions, and any other areas occupied by the United States;

(2) supporting the national policies;

(3) implementing the national objectives; and

(4) overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

"(b) In general, the Army, within the Department of the Army, includes land combat and service forces and such aviation and water transport as may be organic therein. It shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land. It is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war."

**1-4. Functions.** *a.* Functions of the military departments and the military services are set forth in section V, AR 10-1.

*b.* The functions of the DA and the primary and collateral functions of the Army are set forth in section V, A, AR 10-1.



## CHAPTER 2

### HEADQUARTERS, DEPARTMENT OF THE ARMY

#### Section I. OFFICE OF THE SECRETARY OF THE ARMY

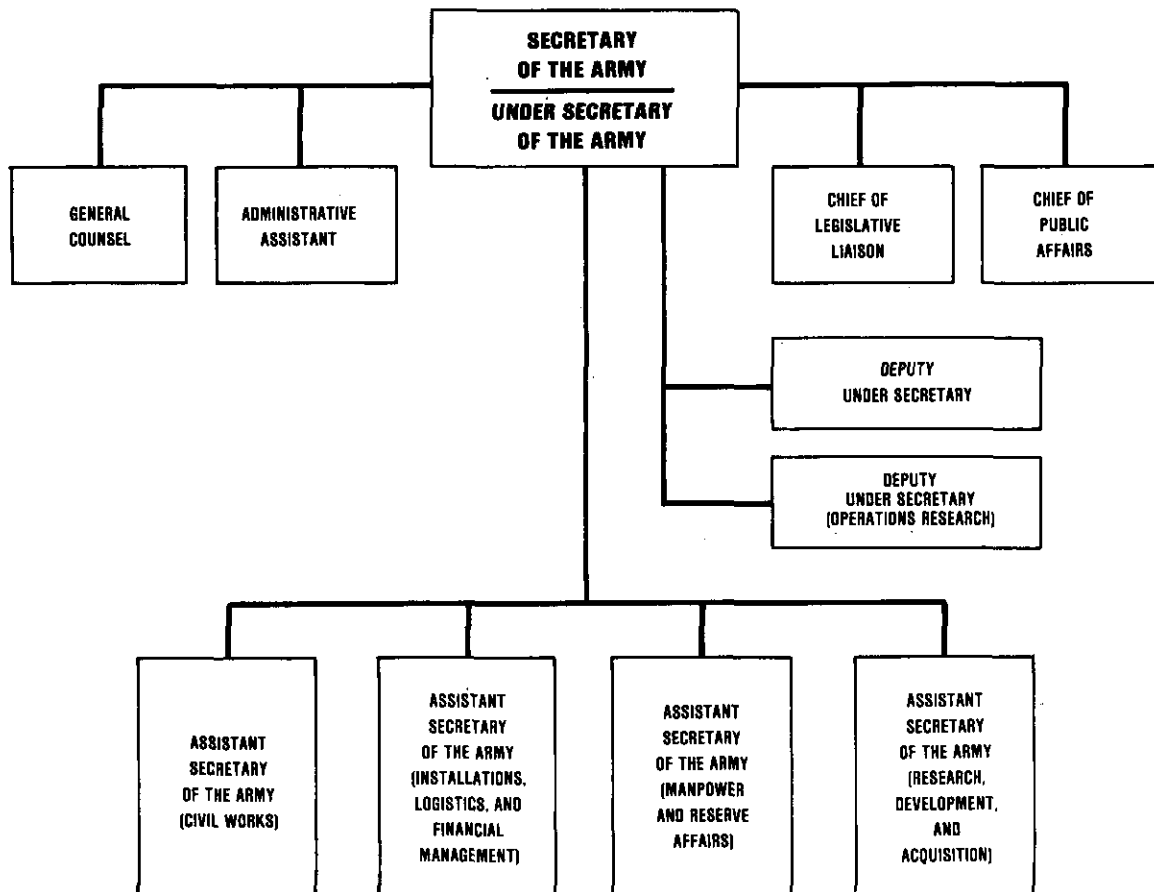


Figure 2-1. Office of the Secretary of the Army.

**2-1. Office of the Secretary of the Army.** The Office of the Secretary of the Army is composed of the Secretary, the Under Secretary, four Assistant Secretaries, the General Counsel, the Administrative Assistant, Deputy Under Secretaries of the Army, Chief of Legislative Liaison, Chief of Public Affairs, and such staff as may be authorized.

**2-2. Secretary of the Army.** The powers and duties of the Secretary of the Army are set forth in section 3012 (b), (c), (d), (e), (f), and (g) of title 10 United States Code which states—

“(b) The Secretary is responsible for and has the authority necessary to conduct all affairs of the Department of the Army, including—

(1) functions necessary or appropriate for the

training, operations, administration, logistical support and maintenance, welfare, preparedness, and effectiveness of the Army, including research and development.

(2) direction of the construction, maintenance, and repair of buildings, structures, and utilities for the Army;

(3) acquisition of all real estate and the issue of licenses in connection with Government reservations;

(4) operation of water, gas, electric, and sewer utilities; and

(5) such other activities as may be prescribed by the President or the Secretary of Defense as authorized by law. He shall perform such other duties relating to Army affairs, and conduct the business of the Department in such manner, as the President or the Secretary of Defense may prescribe. The Secretary is responsible to the Secretary of Defense for the operation and efficiency of the Department. After first informing the Secretary of Defense, the Secretary may make such recommendations to Congress relating to the Department of Defense as he may consider appropriate.

"(c) The Secretary may assign such of his duties as he considers appropriate to the Under Secretary of the Army and to the Assistant Secretaries of the Army. Officers of the Army shall, as directed by the Secretary, report on any matter to the Secretary, the Under Secretary, or an Assistant Secretary.

"(d) The Secretary or, as he may prescribe, the Under Secretary or an Assistant Secretary shall supervise all matters relating to—

(1) the procurement activities of the Department of the Army; and

(2) planning for the mobilization of materials and industrial organizations essential to the wartime needs of the Army.

"(e) The Secretary, as he considers appropriate, may assign, detail, and prescribe the duties of members of the Army and civilian personnel of the Department of the Army.

"(f) The Secretary may change the title of any other officer, or of any activity, of the Department of the Army.

"(g) The Secretary may prescribe regulations to carry out his functions, powers, and duties under this title."

**2-3. Authority of the Under and Assistant Secretaries, the General Counsel, the Administrative Assistant, Deputy Under Secretaries of the Army, Chief of Legislative Liaison, and Chief of Public Affairs.** Subject to the direction and control of the Secretary of the Army, the Under Secretary of the Army, Assistant Secretaries of the Army, General Counsel, the Administrative Assistant, Deputy Under Secretaries of the Army, Chief of Legislative Liaison, and Chief of Public Affairs are hereby authorized and directed to act for the Secretary of the Army within their respective fields of responsi-

bility as set forth in DA general orders and as further directed by the Secretary. This authority extends not only to actions within the Department of the Army, but also to relationships and transactions with the Congress and other governmental and nongovernmental organizations and individuals. These officials are responsible for the exercise of direction and supervision over matters pertaining to the formulation, execution, and review of policies, plans, programs, and budget within their respective functional areas, including the establishment of objectives and appraisal of performance. Officers of the Army shall report to the Under Secretary of the Army, Assistant Secretaries of the Army, (as specified in sec 3012(c) 10 USC) and to the General Counsel, the Administrative Assistant, Deputy Under Secretaries of the Army, Chief of Legislative Liaison, and Chief of Public Affairs regarding matters within their respective fields of responsibility as herein assigned.

**2-4. Under Secretary of the Army.** The Under Secretary of the Army is the Deputy to the Secretary of the Army, and as the principal civilian assistant, acts with full authority of the Secretary in the general management of the department. In addition, the Under Secretary is assigned but not limited to responsibility for long-range planning and materiel requirement determination and documentation, military support to local, State, and Federal agencies for civil disturbances, emergency planning, international affairs, intelligence and counterintelligence, natural disaster relief, military history, and the Civilian Marksmanship Program. The Under Secretary is the NATO focal point for the Army. There are two Deputy Under Secretaries: The Deputy Under Secretary is responsible for assisting in all functional areas and the Deputy Under Secretary (Operations Research) is responsible for those functions specified in paragraph 2-12 below.

**2-5. Assistant Secretaries of the Army.** The Assistant Secretaries are each responsible for the following general functions:

a. Conduct analyses, develop policies, provide advice, make recommendations, and issue guidance on Army plans, programs, and budget matters.

b. Develop systems and standards for the administration and management of approved plans, programs, and budget matters.

c. Initiate programs, actions, and tasking to ensure adherence to DA and Department of Defense (DOD) policies and national security objectives; and, to ensure that programs are designed to accommodate operational requirements and promote the readiness and efficiency of the forces.

d. Review and evaluate programs for carrying out approved policies and standards.

e. Recommend Army positions of Legislative and Executive Branch initiatives.

f. GAO activities within area of responsibility.

g. Promote coordination, cooperation, and mutual understanding within the DA and between DA, DOD, and other Federal agencies and the civilian community.

h. Serve on boards, committees, and other groups pertaining to assigned functional areas and represent the Secretary of the Army on matters outside DA.

i. Perform such other duties as the Secretary of the Army may prescribe.

**2-6. Assistant Secretary of the Army (Civil Works).** The Assistant Secretary of the Army (Civil Works) is responsible for—

a. The Corps of Engineers Civil Works Program for water resources development consisting of—

- (1) Navigation.
- (2) Flood control.
- (3) Shore protection and beach erosion control.
- (4) Hydroelectric power generation.
- (5) Municipal and industrial water supply.
- (6) Water quality control.
- (7) Outdoor recreation.
- (8) Fish and wildlife conservation and enhancement.
- (9) Hurricane protection.
- (10) Other programs as assigned.

b. Environmental programs and policies.

c. Canal Zone Government and the Panama Canal Company, and sea level canal affairs.

d. Army Components of the National Cemetery Program.

**2-7. Assistant Secretary of the Army (Installations, Logistics, and Financial Management).**

The Assistant Secretary of the Army (Installations, Logistics, and Financial Management) is responsible for—

a. Logistics management to include:

- (1) Supply, maintenance, and transportation.
- (2) Integrated logistics support.
- (3) Logistics management systems.
- (4) Troop support services.
- (5) Physical security of installations and materiel.
- (6) Army Energy Program.
- (7) Logistics readiness.
- (8) Army Stock Fund and Army Industrial Fund.
- (9) Chemical and nuclear surety.
- (10) Army Industrial Safety Program.
- (11) Telecommunications.
- (12) Logistical support and interface for NATO standardization and interoperability.

(13) Review and evaluate interface of proposed weapon systems and product improvement programs with logistic support functions.

b. Installations and housing management, to include:

- (1) Installation requirements, stationing, development, planning, utilization, and realignments.
- (2) Facilities engineering and maintenance.
- (3) Construction requirements, programing, and standards.
- (4) Family Housing and Homeowners Assistance Program.
- (5) Real property acquisition, management, and disposal.
- (6) Military construction and facility maintenance budget and funding programs.
- (7) Commercial Industrial-Type Activities Program.
- (8) Architect-engineer selection approval.
- (9) Integrated facilities system.
- (10) Installation restoration.

c. In coordination with the Assistant Secretary of the Army (RDA), small business, labor surplus areas, and the President's minority entrepreneur programs.

d. Financial management, to include:

- (1) The Army planning, programing, and budgeting systems.
- (2) Army budget formulation and execution.

(3) Cost and economic methodology, factors, and analysis.

(4) Financial systems for all funds (e.g., Appropriated, Nonappropriated, and Revolving), including accounting, reporting, pricing, disbursement and collection of funds, pay of personnel, military banking, and credit unions.

(5) Internal audit.

(6) Direction and supervision of the Army automation program; functions as the senior ADP policy official.

(7) Audit compliance by The Inspector General.

(8) Claims reports of survey and matters pertaining to loss of funds.

(9) Management information systems, including progress and statistical reporting.

(10) Contract financing.

(11) Contracts for management studies.

(12) Management improvement, including productivity enhancement.

(13) International balance of payments activities.

(14) Internal review.

*e.* Serving as a member of the Army Systems Acquisition Review Council.

*f.* Direction and supervision over the Comptroller of the Army in all financial management matters.

*g.* Technical supervision and policy guidance over The Auditor General of the Army in all matters.

*h.* Policy guidance to and supervision of operations of the Military Transportation Management Command.

*i.* The focal point for General Accounting Office and Defense Audit Service reports within the Department of the Army.

*j.* Officer and civilian career/specialty programs in the logistics, comptroller, and ADP functional areas.

**2-8. Assistant Secretary of the Army (Manpower and Reserve Affairs).** The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for—

*a.* Force structure requirements and management.

*b.* Force operational readiness.

*c.* Army National Guard and Army Reserve affairs.

*d.* Mobilization manpower.

*e.* Manpower and personnel management, military and civilian.

*f.* Quality of life.

*g.* Personnel procurement.

*h.* Military health care.

*i.* Labor management relations.

*j.* Equal opportunity and race relations.

*k.* Equal employment opportunity.

*l.* Morale, welfare, and disciplinary matters (including custody of military prisoners).

*m.* Drug and alcohol abuse program.

*n.* Education and individual training.

*o.* Personnel research programs.

*p.* Headquarters organization matters.

*q.* Military compensation matters.

*r.* Program involving foreign nationals, including decorations and awards and hospitalization in US Army facilities.

*s.* Personnel security, including safeguarding classified material.

*t.* DA Military Review Boards Agency, consisting of the Army Board for Correction of Military Records, the Army Council of Review Boards, and the Army Clemency and Parole Board.

*u.* Sensitive investigatory matters in conjunction with the General Counsel.

*v.* Military justice matters.

*w.* Administrative and logistical support of Nonappropriated Fund Personnel Policy Office.

**2-9. Assistant Secretary of the Army (Research, Development, and Acquisition).** The Assistant Secretary of the Army (Research, Development, and Acquisition) is the Scientific Adviser to the Secretary of the Army and is responsible for—

*a.* Research, development, test, and evaluation (RDT&E) to include:

(1) Scientific and technical information.

(2) Basic and applied research.

(3) Weapons, weapons systems, and Army materiel.

(4) Design, engineering, and life cycle cost considerations.

(5) Acquisition, utilization, and management of research and development facilities and equipment.

(6) RDTE acquisition and the application of acquisition policy thereto.

(7) Integration of technology with military requirements.

(8) Development test and evaluation.

(9) Operational test and evaluation.

(10) Mapping and geodetic programs.

(11) Medical, engineering, and personnel research programs.

b. Materiel acquisition management to include:

(1) Acquisition policies and procedures.

(2) Approval of quantitative requirements, contracts, production, and acquisition plans and programs.

(3) Development test and evaluation.

(4) Operational test and evaluation.

(5) Product improvements, quality assurance, maintainability, and reliability programs.

(6) Production base sizing and quantitative requirements.

(7) Production base support and Industrial Mobilization Programs.

(8) US Army Contract Adjustment Board.

(9) Industrial labor relations.

(10) Plant cognizance programs.

(11) Commercial commodity acquisition programs.

(12) Acquisition, utilization, and management of production facilities and equipment.

(13) Army Industrial Safety Program for Ammunition.

c. Acquisition policies and procedures to include:

(1) Development, publication, and monitoring of procurement policies, procedures, and activities (e.g., Army Procurement Procedures (APP) and DA circulars).

(2) Army policy representation on the Defense Acquisition Regulatory Council.

(3) Delegation of procurement authority.

(4) Product improvement, quality assurance, maintainability, and reliability programs.

d. Assistance to the Under Secretary of the Army in development of DA policy regarding NATO standardization and interoperability of weapon systems and equipment, including information interchange with friendly and allied nations in coordination with the Under Secretary of the Army and OSD.

e. Implementation of approved worldwide security assistance policies.

f. Source selection authority.

g. Membership on Army Systems Acquisition Review Council.

h. Value Engineering Program.

i. Army Science Board, to include functions of Executive Director.

j. Disposal of other than real property.

k. Military officer and civilian career/specialty programs in the research, development, and acquisition areas.

l. Make/approve statutory and regulatory findings, determinations and exceptions as pertains to acquisition authority.

**2-10. General Counsel.** The General Counsel of the Army, a civilian attorney, appointed by the Secretary of the Army, is the chief legal officer of the Army. The General Counsel has such duties and responsibilities as the Secretary assigns and which include the following:

a. Serving as legal counsel to the Secretary of the Army.

b. Administering the policies of the Secretary of the Army concerning the legal services of the Army.

c. Providing professional guidance to attorneys and legal offices of the Army.

d. Monitoring the following activities, keeping both the Secretary and Under Secretary of the Army informed of significant events:

(1) Sensitive investigatory matters, as requested by the Secretary of the Army.

(2) Defense Investigative Review Council (DIRC) matters.

e. Supervising the civilian attorney career program. The General Counsel's responsibility extends to any subject of law, and to other matters as directed by the Secretary of the Army.

**2-11. The Administrative Assistant.** The Administrative Assistant, a senior career official, is directly responsible to the Secretary of the Army and is responsive to other principal officials of the Office, Secretary of the Army. The Administrative Assistant is responsible for—

a. Acting for the Secretary of the Army and, as authorized, for the Under Secretary of the Army and other principal officials within the Office, Secretary of the Army in an extensive variety of matters consistent with delegations, precedents, and known attitudes.

b. Acting for the Secretary of the Army on matters relating to administrative services by and for HQDA and supervising control of general purpose space in the National Capital Region; employment coordination for the Washington, DC commuting area; operations of the Defense Telephone Service-Washington and the Defense Supply Service-Washington; and administration of the HQDA Welfare Fund and Recreation Program.

c. Acting for the Secretary of the Army in provision of administrative management services to organizations and activities for which the Secretary has been designated administrative and/or executive agent and to agencies/activities assigned for such support on the basis of efficiency and economy of operations.

d. Serving as an assistant to the Secretary and Under Secretary in matters pertaining to the administration of the Office of the Secretary of the Army and the HQDA.

e. Serving as DA point of contact for the Federal Executive Boards.

f. Administering the DA Committee Management Program.

g. Administering, pursuant to the policy direction of the Secretary and Assistant Secretary of the Army (Manpower and Reserve Affairs), the DA civilian personnel security program.

h. Administering Freedom of Information and Privacy Act matters for OSA and its serviced/supported activities.

i. Providing continuity of operations planning for HQDA.

j. Providing effective administration to all elements of the Office of the Secretary of the Army, including comprehensive resource and general management programs, budgeting, organizational review, and coordination, ADP service support, administrative coordination of actions, personnel administration, security, and correspondence and records administration.

k. Providing staff assistance, on a management consultant basis, to key officials on projects in the field of general management, administration, and management practices, techniques and methodology.

l. Conducting administrative, management, and organizational studies as directed.

m. Conducting and monitoring management

improvement activities, services, and information.

**2-12. The Deputy Under Secretary of the Army (Operations Research).** The Deputy Under Secretary of the Army (Operations Research) is responsible for—

a. The Army Study Program.

b. Policy formulation and program direction of operations research/systems analysis activities related to—

(1) Net threat and technical assessments.

(2) Army plans, programs, and budget.

(3) Force structure requirements and readiness.

(4) Materiel items in all life cycle phases.

(5) Logistics.

(6) Tests and evaluations, and field experimentation of materiel items, units, and forces.

c. Supporting the systems acquisition review committees (ASARC/DSARC).

d. Guiding the Army Officer Operations Research Education Program.

e. Staffing of Mission Element Need Statements (MENS) in the Army Secretariat and coordination with OSD.

f. As directed, conducting studies and analyses in support of the Army Secretariat.

**2-13. Chief of Legislative Liaison.** The Chief of Legislative Liaison is directly responsible to the Secretary of the Army and is responsive to the Chief of Staff. The Chief of Legislative Liaison is responsible for—

a. As the sole directive agent for HQDA congressional affairs, formulating, coordinating, and supervising policies and programs concerning the Army's relations with the Congress.

b. Liaison between the Army and Committees of Congress, except with the Appropriations Committees (interface with these committees is provided by Comptroller of the Army), civil works, and printing matters.

c. Providing a central point of contact for the Department of the Army with Members of Congress, their staffs, the Armed Services Committees, Budget Committees, and the Congressional Budget Office.

d. Providing advice on the status of congressional affairs affecting the Army and on legis-

lative aspects of Army policies, plans, and programs.

*e.* Providing prompt, coordinated, consistent, and factual information on Army policies and operations in response to inquiries received from Members and Committees of Congress.

*f.* Coordinating, monitoring, and reporting on legislative and investigative actions of interest to the Army, and providing legislative advice to Army witnesses called to appear before legislative or investigative committees.

**2-14. Chief of Public Affairs.** The Chief of Public Affairs (CPA) is directly responsible to the Secretary of the Army and is responsive to the Chief of Staff. The CPA is assigned the following fields of responsibility:

*a.* Formulating Army public affairs, to include public information, command information, and community relations policies and programs.

*b.* Advising the Secretary of the Army, the Chief of Staff, and agencies of the DOD on public information and community relations

matters relating to public understanding and support of the Army.

*c.* Advising and assisting the Secretary of Defense, through the Assistant Secretary of Defense (Public Affairs), in the development and accomplishment of DOD public affairs objectives as requested.

*d.* Developing Department of the Army public affairs plans and programs in support of Army basic plans and programs.

*e.* Coordinating and monitoring the worldwide implementation of public information and community relations policies and programs of the Department of the Army.

*f.* Supervising the Army's Public Information Security Review Program in the field.

*g.* Counseling DA agencies on implementation of 5 U.S.C. 552, the Freedom of Information Act.

*h.* Serving as a member of the Department of the Army Classification Review Committee (DARC).

*i.* Serving as the HQDA proponent for OPMS specialty Public Affairs (46).

## Section II. THE ARMY STAFF

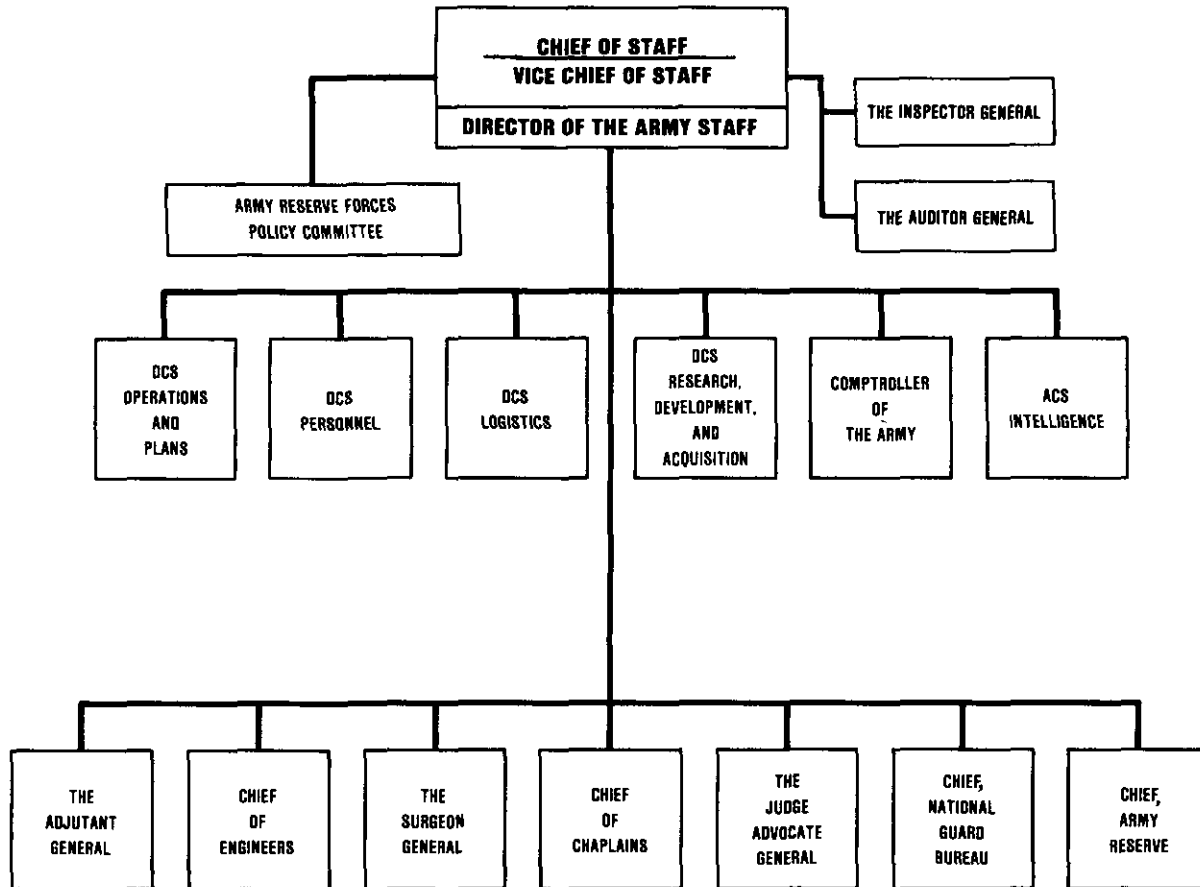


Figure 2-2. The Army Staff.

**2-15. Army Staff.** *a.* The Army Staff is defined as that portion of the staff of the Secretary of the Army at the seat of Government which is presided over by the Chief of Staff. The Army Staff assists the Secretary and members of his office in the conduct of long-range planning, resource determination and allocation, the development of Army-wide objectives, the formulation of broad policy guidance, and the supervision and control of operations. Elements of the Army Staff, under the direction of the Chief of Staff, provide both for the specialized knowledge of the various fields of Army activity and for the coordination of those activities into a homogeneous, consistent, unified Army effort which will mesh efficiently with the efforts of all other elements of the Department of De-

fense. The Army Staff includes the General Staff, the Special Staff, and the Personal Staff.

*b.* The duties of the Army Staff are set forth in section 3032(a) and (b) of title 10 United States Code which states—

“(a) The Army Staff shall furnish professional assistance to the Secretary, the Under Secretary, and the Assistant Secretaries of the Army.

“(b) Under the direction and control of the Secretary, the Army Staff shall—

(1) prepare for such employment of the Army, and for such recruiting, organizing, supplying, equipping, training, serving, mobilizing, and demobilizing of the Army, as will assist in the execution of any power, duty, or function of the Secretary or the Chief of Staff;

(2) investigate and report upon the efficiency of the Army and its preparation for military operations;

(3) prepare detailed instructions for the execution



of approved plans and supervise the execution of those plans and instructions;

(4) act as agent of the Secretary and the Chief of Staff in coordinating the action of all organizations of the Department of the Army; and

(5) perform such other duties, not otherwise assigned by law, as may be prescribed by the Secretary."

c. The Army Staff is organized as a balanced functional and systems-oriented entity. Each of its members is charged with performing specifically identified functions which, together, embrace all elements of the mission of the total force—the Active Army, Army National Guard, and the Army Reserve. Each represents the Chief of Staff in an area of interest and is responsible through prescribed channels to the Chief of Staff and the Secretary of the Army. Each represents the Army on all matters under assigned staff cognizance, within the guidance of designated supervisors, of appropriate counterparts in the Office, Secretary of Defense, other governmental agencies, the Congress, and the public. Collectively, the Army Staff acts as the agent of the Secretary and the Chief of Staff in supervising the plans, duties, and operations of all organizations of the Army. Individually, each of its members, either directly or indirectly, is concerned with all Army affairs. Interchange of information and integration of

staff actions among members are essential to its effective functioning as a single coordinating unit. General and Special Staff agencies are authorized direct communication and access to the Chief of Staff and to one another in their respective areas of interest.

**2-16. Army General Staff.** a. Under the direction of the Chief of Staff, the Army General Staff renders professional advice and assistance to the Secretary, the Under Secretary, and the Assistant Secretaries of the Army in developing and providing broad basic policies, plans, and programs for the guidance of the DA. The Army General Staff specifically assists the Secretary of the Army in the preparation and issuance of directives and programs to accomplish such plans and policies, and in the supervision of the execution and implementation of these directives and programs.

b. The Staff agencies constituting the Army General Staff are the offices of the: Chief of Staff; Deputy Chief of Staff for Operations and Plans; Deputy Chief of Staff for Personnel; Deputy Chief of Staff for Logistics; Deputy Chief of Staff for Research, Development, and Acquisition; Comptroller of the Army; and Assistant Chief of Staff for Intelligence.

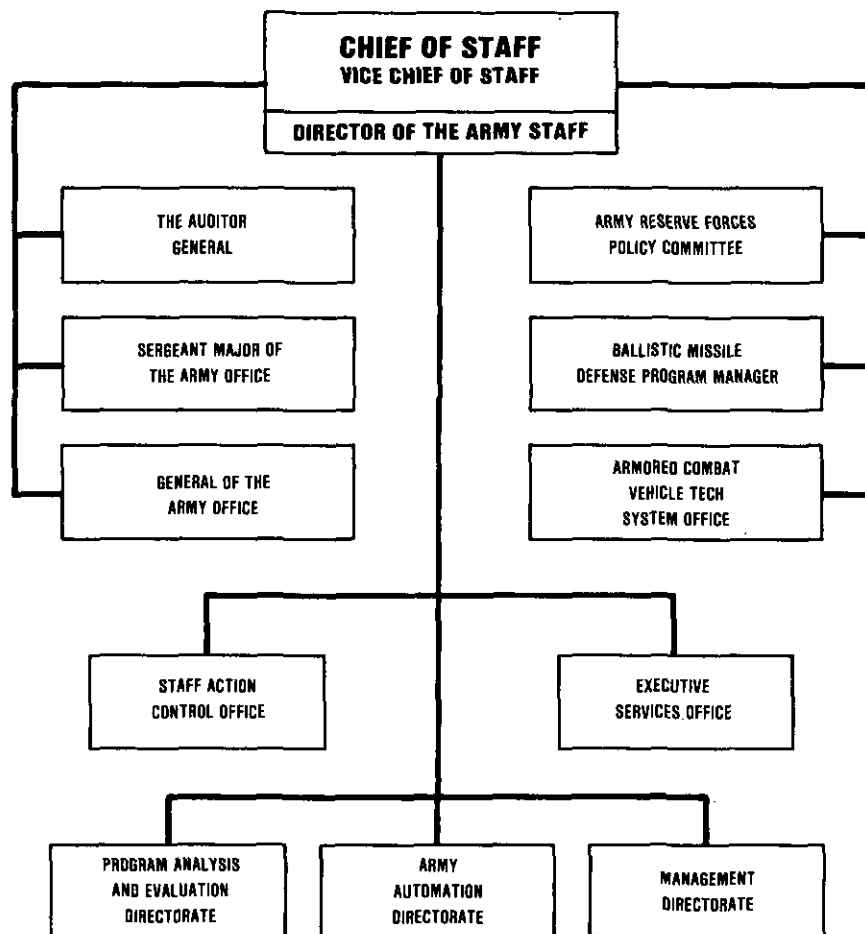


Figure 2-3. Office of the Chief of Staff.

**2-17. Office of the Chief of Staff.** The Office of the Chief of Staff is composed of the Chief of Staff, Vice Chief of Staff, Director of the Army Staff, Ballistic Missile Defense Program Manager, The Auditor General, and such staff as may be required.

**2-18. Chief of Staff.** The duties of the Chief of Staff are set forth in section 3034(c) and (d) of title 10 United States Code, as follows:

"(c) Except as otherwise prescribed by law and subject to section 3012(c) and (d) of this title, the Chief of Staff performs his duties under the direction of the Secretary of the Army, and is directly responsible to the Secretary for the efficiency of the Army, its preparedness for military operations, and plans therefor.

"(d) The Chief of Staff shall—

- (1) Preside over the Army Staff;
- (2) Send the plans and recommendations of the

Army Staff to the Secretary, and advise him with regard thereto;

(3) After approval of the plans or recommendations of the Army Staff by the Secretary, act as the agent of the Secretary in carrying them into effect;

(4) Exercise supervision over such of the members and organizations of the Army as the Secretary of the Army determines.<sup>1</sup> Such supervision shall be exercised in a manner consistent with the full operational command vested in unified or specified combatant commanders under section 124 of this title;

(5) Perform the duties described for him by sections 141 and 172<sup>2</sup> of this title and other provisions of the law; and

(6) Perform such other military duties, not otherwise assigned by law, as are assigned to him by the President."

<sup>1</sup> The Chief of Staff is authorized by the Secretary of the Army to supervise the members and the organization of the Army.

<sup>2</sup> These sections respectively show membership of the Chief of Staff on the Joint Chiefs of Staff and the Armed Forces Policy Council.

**2-19. Vice Chief of Staff.** The Vice Chief of Staff has authority to perform any statutory or other duties which the Chief of Staff is required or authorized to perform with respect to the DA. The Vice Chief of Staff is Chairman of the Select Committee (SELCOM) and the Army Systems Acquisition Review Council (ASARC). The Vice Chief of Staff is a member of the Army Policy Council, the General Staff Council, and the Army Staff Council. The Vice Chief of Staff supervises the Army Staff and is the Army Staff focal point for NATO, Rationalization, Standardization, and Interoperability (RSI), and Reserve Forces.

**2-20. Director of the Army Staff.** The Director of the Army Staff (DAS) acts in the name of the Chief of Staff and Vice Chief of Staff to exercise directive authority over the Army Staff and to coordinate the activities of all agencies reporting to the Chief of Staff. The DAS is the Vice Chairman of the Select Committee. The DAS is a member of the Army Staff Council, the General Staff Council and the Army Policy Council, and acts as the Army Staff monitor of the Army Reserve Forces Policy Committee.

a. The DAS is responsible for—

(1) Reviewing and analyzing programs, requirements, resource planning guidance, and allocation policies for the Active Army, Army National Guard, Army Reserve, and civilian categories in the following functional areas: Force structure development; force mobilization; manpower requirements, authorizations, and utilization; personnel procurement, training, distribution, and retention; operational priorities; operational readiness; unit training; strategy formulation; strategy application; facilities; housing; health services; international logistics; military construction; real property maintenance; transportation; depot maintenance; central supply; and general logistics.

(2) Performing studies and selected analyses and providing recommendations relative to both investment and operating programs for the Active Army, Army National Guard, and Army Reserve.

(3) Developing guidance concerning OSD program guidance documents and Army responses thereto.

(4) Providing analytical and administrative

support to the SELCOM and Program Guidance and Review Committee (PGRC).

(5) Developing time-sensitive computer models for program analysis and review.

(6) Developing resource guidance for development of the Program Objective Memorandum (POM) and Joint Forces Memorandum (JFM).

(7) Reviewing and analyzing fiscal programs, requirements, resource planning, and allocation, and conducting affordability reviews.

(8) Maintaining the Army portion of the DOD Five-Year Defense Program (FYDP).

(9) Compiling the Army POM.

(10) Developing and disseminating Army-wide policy for automation aspects of automated systems.

(11) Providing programing and budgetary requirements and guidance for the Army automation program.

(12) Developing a balanced plan for Army automation.

(13) Developing and maintaining the Army Automation Planning, Programing, and Evaluation System.

(14) Providing advice and assistance on automation procurement matters.

(15) Serving as HQDA Staff proponent for the Automatic Data Processing (ADP) (53) OPMS specialty.

(16) Establishing policy and doctrine concerning general, cross-functional management programs.

(17) Analyzing the functions, organization, and procedures for the Army Support Establishment (Total Army less the Army-in-the-field).

(18) Performing special management analyses of the Army worldwide.

(19) Establishing policy for and conducting the Commercial and Industrial-Type Activities (CITA) Program.

(20) Developing and promulgating the mission and functions assignments of the functional major Army commands.

(21) Establishing policy and guidance on review and analysis.

(22) Providing the principal adviser to the CSA on the management of Army studies, and establishing policy for and executing the Army Study Program.

(23) Preparing and coordinating special statements and presentations to the Congress, to include the annual Army posture statements of the Secretary of the Army and the Chief of Staff; coordinating input to the annual Defense Report of the Secretary of Defense and Chairman of the Joint Chiefs of Staff.

(24) Performing special studies and analyses as directed by the Chief of Staff and Vice Chief of Staff.

(25) Publishing and distributing the Chief of Staff's Weekly Summary.

(26) Conducting management surveys of the Army Staff agencies and staff support agencies.

(27) Evaluating Army Staff manpower requirements and allocating available personnel resources.

(28) Developing, executing, and reviewing the budget for the Army Staff and its staff support agencies and for their portion of OMA Program 9 and the Military Assistance Program.

(29) Managing the organization of the Army Staff and its staff support agencies.

(30) Establishing policy and procedures for the Army Staff concerning the management of committees, paperwork, and offices.

(31) Managing the Army Staff publications program with HQDA.

(32) Receiving and controlling all White House inquiries pertaining to SA and CSA, except legislative actions and personnel matters.

(33) Performing OCSA services in protocol matters.

(34) Providing guidance for preparation, assignment, and control of staff actions.

(35) Reviewing and analyzing staff actions in processing for a decision.

(36) Maintaining records of guidance and the decisions concerning major actions.

b. The DAS delegates to the Director, Army Automation (DAA) supervision and control of the US Army Computer Systems Selection and Acquisition Agency; the US Army Management Systems Support Agency; and the US Army Computer Systems Command.

c. The DAS appoints the Director, Program Analysis and Evaluation (DPAE) as the point of contact within OCSA for all Reserve Compo-

nent actions to ensure that Reserve Component issues and new initiatives are addressed promptly, and that all actions related to the Reserve Components are reviewed and have been coordinated within the Army Staff. The DPAE also provides the interface for Reserve Component actions between the Army Staff and the Office, Secretary of the Army.

**2-21. The Auditor General.** The Auditor General is a personal staff officer of the Chief of Staff of the Army. The Auditor General is the Chief of the US Army Audit Agency (USAAA) and is responsible concurrently to the Chief of Staff of the Army and the Secretary of the Army for operational performance of the Agency. The Assistant Secretary of the Army (Installations, Logistics, and Financial Management) provides policy and technical guidance.

a. The Auditor General is responsible for—

(1) Organizing, directing, and managing all elements and resources of the USAAA.

(2) Planning and performing internal audits covering all echelons and functions throughout the Department of the Army.

(3) Adhering to audit standards promulgated by the Comptroller General of the US and to audit policy directed by Office of Management and Budget, DOD, and DA.

(4) Consulting with and assisting the top managers in the Office of the Secretary of the Army, the Army Staff, and major Army commands on appropriate audit matters. Interacting with General Accounting Office, Office of the Secretary of Defense, the Director of the Defense Audit Service, and with the heads of the Navy and Air Force audit activities.

b. The Auditor General is the single DA contact point for the coordination and direction of all activities pertaining to the Army Audit Agency.

**2-22. Ballistic Missile Defense Program Manager.** The Ballistic Missile Defense Program Manager (BMDPM) is the principal assistant and staff adviser to the Secretary of the Army and the Chief of Staff for all matters pertaining to the Ballistic Missile Defense (BMD) Program.

a. The BMDPM is responsible for—

(1) Planning and carrying out the BMD Systems Technology Program and the BMD Advanced Technology Program.

(2) Managing the Kwajalein Missile Range as a National Range.

(3) Conducting studies and systems analyses necessary to convert approved defense objectives and threat information into specific BMD deployment options.

(4) Development and approval of plans required to develop, produce, deploy, and logistically support BMD system hardware and software and to train personnel.

(5) Development and validation of the resource requirements to support the conduct of the approved BMD Programs.

(6) Assuring Army compliance with the Strategic Arms Limitations (SAL) Agreements pertaining to Ballistic Missile Defense.

(7) Management and execution of the BMD

procurement mission as head of a procuring activity (HPA) of the Army.

b. The BMDPM is the single DA contact point for the coordination and direction of all activities pertaining to the BMD Program.

c. The BMDPM exercises staff supervision (within the instructions of the Chief of Staff) over all DA Staff agencies and participating organizations for planning, direction, and control of the BMD Program.

d. The BMDPM commands the Ballistic Missile Defense Organization.

**2-23. Army Reserve Forces Policy Committee.** The Army Reserve Forces Policy Committee (10 U.S.C. 3033) reviews and comments through the Office of the Chief of Staff to the Secretary of the Army on major policy matters directly affecting the Army National Guard and the Army Reserve.

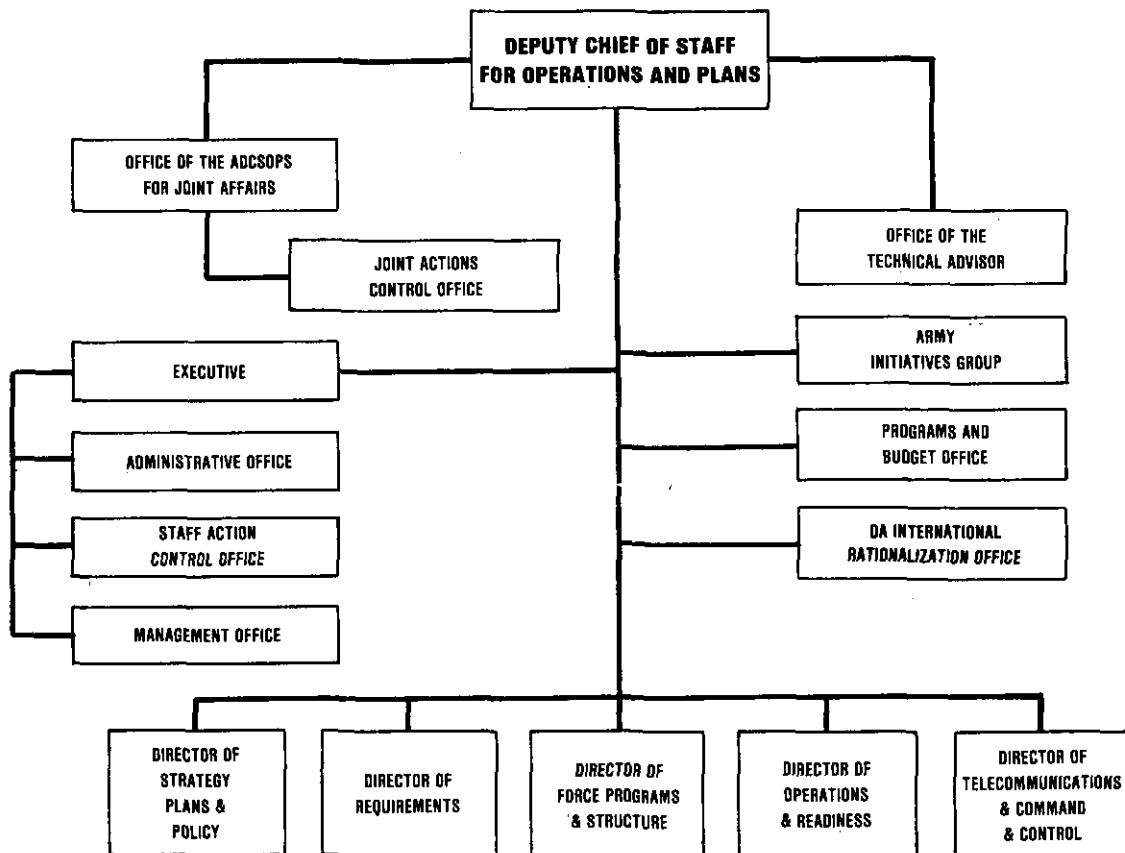


Figure 2-4. Office of the Deputy Chief of Staff for Operations and Plans.

**2-24. Deputy Chief of Staff for Operations and Plans.**

The Deputy Chief of Staff for Operations and Plans (DCSOPS) has Army General Staff responsibility for strategy formulation, overall force development, telecommunications, strategic and tactical command and control systems, and establishment of requirements and priorities for, and the employment of, Army forces. The DCSOPS is the principal adviser to the Chief of Staff on joint matters, National Security Council matters, and the politico-military aspects of international affairs. The DCSOPS is the Army Operations Deputy (OPS-DEP) for the Joint Chiefs of Staff (JCS). The DCSOPS is the principal Deputy for fulfilling the Chief of Staff's responsibilities as Executive Agent for the Joint Interoperability of Tactical Command Control Systems, civil affairs planning, and the US Military Observer Group (USMOG). The DCSOPS supports the Under Secretary of the Army and the Vice Chief of Staff in meeting their responsibilities as focal points for NATO and international rationalization for the Army Secretariat and the Army Staff, respectively. In discharging assigned responsibilities, equitable consideration is given to the Active Army, Army National Guard, and Army Reserve.

a. The DCSOPS has General Staff responsibility for—

(1) Establishing Army position on joint actions.

(2) Developing and coordinating the strategic studies program to support strategy formulation, problem analysis, and development of Army plans.

(3) Managing Army Staff net assessment actions.

(4) Preparing and monitoring input to Army Reserve Forces Annual Report from SA to SECDEF and Congress.

(5) Developing the Army view on matters pertaining to foreign policy, national security policy, and international politico-military affairs, to include Army priorities on matters impacting upon international relations.

(6) Developing and coordinating, with other Services, Army roles and missions.

(7) Developing Army position on General Purpose Forces and Strategic Forces of other Services.

(8) Formulating the Army recommendations for the organizations, reorganizations, missions, and functions of Defense agencies, allied commands, unified and specified commands, subordinate unified commands and task forces, and joint aspects of organization and reorganization of Army elements thereof.

(9) Developing Army aspects of national strategy to include Army positions on associated economic matters.

(10) Providing the Army focal point for all nuclear matters, developing nuclear weapon employment policies, directing and monitoring the Army nuclear weapon surety program and related matters, and directing the Army nuclear weapon storage site upgrade program.

(11) Determining the capability of Army forces to execute the approved national and military strategy worldwide.

(12) Developing Army assessment of national capabilities in view of strategic threat alternatives.

(13) Formulating, coordinating, and reviewing concepts, plans, studies, operational estimates, and forecasts of the military aspects of air, sea, and outer space matters.

(14) Developing policy and plans for mobilization and demobilization, and procedures and priorities for ordering Reserve Component units to active duty.

(15) Providing input pertaining to politico-military policy considerations involved in US treaty commitments.

(16) Developing and coordinating Army plans, policies, and views on international negotiations and Arms control and disarmament issues.

(17) Developing Army positions on International Law in armed conflict, Law of the Sea, political asylum, foreign military rights affairs, base rights, and status of forces agreements.

(18) In coordination with the Under Secretary of the Army, the Vice Chief of Staff of the Army, and the Assistant Secretary of the Army (RDA) formulating and promulgating DA policy and direction for military force objectives, priorities, missions, tasks, requirements for force development, and determination of levels of risk in relation to shortfalls associated with foreign force objectives. The DCSOPS will advise the Joint Staff, other military departments,

the Secretary of Defense, and the Secretary of the Army of these matters as appropriate.

(19) Monitoring the Army system for selecting and training personnel for duty in security assistance organizations, to include requisite training and language preparation.

(20) Developing and monitoring the DA Personnel and Small Unit Exchange Programs.

(21) Joint regulations providing administrative support for security assistance organizations.

(22) Planning overall mid- and long-range force development and assuring timely integration of resultant requirements into the force structure.

X (23) Identifying capability gaps and associated capability goals (operational, organizational, and materiel) and instituting policies and programs for the development of concepts, objectives, and requirements to attain these goals, including force development tests and evaluations.

(24) Establishing guidelines and providing overall coordination for the development of total force structure organizations, operations, and materiel concepts and related matters.

(25) Developing and promulgating force development objectives, priorities, and milestones.

✓ (26) Determining the active and reserve force organizational requirement to meet military strategy in support of national policy and monitoring force programs of other Services.

(27) Providing time-phased force lists for strategic mobility analyses, monitoring strategic mobility developments, and evaluating the capabilities of the available air and sea lifts.

(28) Processing materiel requirement documents and assuring timely reevaluation of approved requirements for continuance or termination.

X (29) Establishing priorities for materiel research, development, procurement, and affordability determinations.

(30) Managing the preparation and determining the adequacy of Cost and Operational Effectiveness Analysis (COEA).

(31) Providing guidance for the user test program, including operational testing, force development testing and experimentation (FDTE), and joint operational testing; selecting and designating, in coordination with the US

Army Operational Test and Evaluation Agency (OTEA) and DCSRDA, nonmajor systems (Category I) OT and major FDTE systems or concepts for intensive management by OTEA; selecting and tasking Army commands for support of joint user testing on recommendation of OTEA.

(32) Approving the Five-Year Test Program (FYTP).

(33) Integrating the Army doctrine and operational concepts into force development plans and programs.

X (34) Establishing DA policy for the Tables of Organization and Equipment (TOE) (less qualitative manpower authorization criteria) and Basis of Issue Plan (BOIP) systems, and approval for TOE and BOIP.

(35) Preparing, reviewing, and coordinating civilian end strengths and man-years for budget estimates, DA Program and Budget Guidance (PBG), Command Operating Budgets Estimates (COBE), apportionment requests, the Budget Execution Review (BER), and special studies.

(36) Developing and adjusting force structure for military manpower of all components and troop programs for the current, budget, and out years, to include input for POM budget estimates, DA PBG, COBE, FYDP, apportionment requests, BER, and special studies.

(37) Analyzing, defending, and validating end strength requirements and allocating manpower spaces.

(38) Managing the current and budget year end strengths and maintaining the approved force structure in accordance with established priorities for the current and budget year through unit activations/organizations, inactivations/discontinuances, and reorganizations.

(39) Monitoring Joint and International HQ strength ceilings and developing the Army position on JCS manpower authorization actions.

(40) Coordinating and integrating Army Staff analysis of the OSD Consolidated Guidance (CG).

(41) Providing manning allocations to OCAR and NGB and establishing average end strength policies, as required by congressionally mandated authorizations.

(42) Developing, through application of To-

tal Army Analysis (TAA) techniques, detailed programming guidance for structuring Active Army, Army National Guard, and Army Reserve forces.

(43) Developing combat to support distribution policy and methodology, establishing force structure terminology, and preparing statistical data for analysis of alternative force structures.

(44) Coordinating and recommending for approval requests for force structure and organizational change to include concept plans, as requested by major Army commands (MACOMs) and Army Staff agencies.

(45) Administering the accounting for, and assignment of, Troop Program Sequence Numbers (TPSN) and Unit Identification Codes (UIC).

(46) Approving the establishment of Line Item Number (LIN) for equipment identification.

(47) Managing The Army Authorization Documents System (TAADS); coordinating all TAADS input into the HQDA TAADS data base.

(48) Developing, coordinating, and approving Common Table of Allowances.

(49) Developing and maintaining the Force Development Management Information Systems (FDMIS), including the interface of DCSOPS management information systems (force accounting system (FAS)/TAADS/TOE/BOIP/structure and composition system (SACS)... with other HQDA management information systems and those of major commands.

(50) Developing detailed policies and procedures for managing and operating the FAS, the Force Accounting Terminal System, the Automated Validation System, and other force accounting systems in general support of the Army Staff, to include systems support of force planning and programing; preparing statistical analyses of current and projected force structure; and making selective information retrievals in support of resource management.

(51) Coordinating and developing with DCSRDA, DCSLOG, and DCSPER detailed policies and procedures for and operating the SACS in general support of the Army Staff, to include computation and validation of detailed and summary Army unit personnel and equipment; providing manning requirements and/or

authorizations; providing force-related manpower and equipment authorization data for personnel and equipment managers.

(52) The application of Army forces to execute the approved national and military strategy worldwide, as well as in defined regions of the world, to include the direction and utilization of forces and resources.

✓ (53) Determining operational readiness of Total Army forces to accomplish the Army's missions under given scenarios.

(54) Establishing priorities for distribution of materiel and personnel resources.

(55) Directing and monitoring unit permanent changes of station movement within CONUS and for unit permanent and temporary changes of station between CONUS and over-sea commands.

✓ (56) Developing, coordinating, and integrating Army position/input to the Joint Strategic Planning System, the Joint Operations Planning System, and the Joint Reporting System.

(57) Developing and maintaining an Army capability to perform the service department role in the Joint Operations Planning System.

(58) Developing and planning policies and programs for Army participation in joint and combined training exercises.

(59) Maintaining Army Training Ammunition Management System to assure the availability of proper mix of ammunition resources to support training requirements.

Ⓢ (60) Developing unit training policies and procedures for the Active Army, Army National Guard, and Army Reserve forces.

(61) Developing Army-wide policy for training media support: literature, exhibits, simulators, devices, audiovisuals, packaged tutorial instruction, systems, engineering, and training technology.

(62) Formulating, coordinating, and overseeing an Army-wide Operations Security (OPSEC) Program.

(63) Developing policy for audiovisual activities and representing the Army audiovisual interests with DOD.

(64) Developing Army aviation policies and flight procedures in coordination with other Federal agencies and services, and coordinating the Army Flying Hour Program.

(65) Provides the Army focal point for all



chemical warfare and NBC defense matters; developing and directing the chemical warfare and NBC defense policy, doctrine, training, force structure, equipment and retaliatory systems, and the Army chemical surety and site upgrade programs.

(66) Developing policies and plans for operations involving psychological operations, unconventional warfare, and civil affairs.

(67) Developing, coordinating, and exercising Army emergency action procedures and continuity of operations plans.

(68) Developing policies, plans, and programs for the integration of tactical and nontactical command, and control and communications (C<sup>3</sup>) systems. Included are associated automatic data processing, electronic counter-countermeasures, signal security, electromagnetic spectrum use, and electromagnetic compatibility.

(69) Representing Army interests with the Assistant Secretary of Defense Communications, Command and Control and Intelligence (ASDC<sup>3</sup>I) in all matters relating to tactical and nontactical telecommunications, the National Communications Systems, and Nontactical and Tactical Command and Control Systems.

(70) Formulating and recommending policies, plans, and programs relating to the Army portion of the Defense Communications Systems (DCS) and formulating the Army position on Defense Communications Agency plans and programs assigned to other military departments.

(71) Formulating and recommending plans and policies related to the Army communications economy and discipline program.

(72) Formulating policies for interface and integration of all telecommunications software, to include software related tactical multichannel systems (Army, Joint, and combined), Army portion of the DCS, special communications systems, and the communications-supporting tactical and business-type ADP systems.

(73) Providing functional Program Director for the Army portions of the Telecommunications and Command and Control Program (T&CCP), Communications Security Resources Program (CRP), and the Intelligence Related Activities (IRA) Program.

(74) Formulating and coordinating policies

and programs to ensure adequacy, interoperability, and integration of Army tactical and nontactical communications systems, including integrated ADP to support the requirements and doctrine of Army, Joint, and combined operations.

(75) Formulating policies and programs as the Army system architect for Integrated Tactical Communications System (INTACS) and the Joint Technical Communications Systems (TRI-TAC).

(76) Formulating policies, plans, and programs relating to implementation of the INTACS.

(77) Formulating policies, plans, and programs relating to Army tactical satellite communications and the Army portion of the Defense Satellite Communications System (DSCS).

(78) Formulating plans, policies, and programs relating to communications aspects of civil defense and strategic command and control, to include Worldwide Military Command and Control System (WWMCCS), Department of the Army Command and Control System (DACCS), and Minimum Essential Emergency Communications Network (MEECN).

(79) Formulating plans, policies, and programs relating to the Army Telecommunications Automation Program (ATCAP) and the Army position of the Joint worldwide telecommunications center consolidation.

(80) Developing plans, policies, and programs relating to electronic warfare (EW). Includes electronic countermeasures (ECM), electronic warfare support measures (ESM), electronic counter-countermeasures (ECCM), beaconing, intrusion, jamming, and interference (MIJI), signal security (SIGSEC), and the Army EW Board.

(81) Developing plans, policies, and programs for the management of the electromagnetic spectrum and for the Army Electromagnetic Compatibility Program.

(82) Developing and updating Army Master Plans to include: Tactical Communications Master Plan (TACOMAP), Army Tactical Command and Control Master Plan (ATACCOMAP), Army Electronic Warfare Master Plan, Army Command and Control Master Plan (AC<sup>2</sup>MP), and the WWMCCS Implementation Plan.

(83) Assuring the necessary degree of tech-

nical interoperability of command and control data transfer, exchange, and manipulation among WWMCCS components, subsystems, and the interface of tactical and nontactical command and control systems.

(84) Formulating policies, plans, and procedures for NATO C<sup>2</sup> systems.

(85) Providing a full-time command and control facility for HQDA which, under normal conditions, acts as an operational emergency action facility and operations information center and, during crisis situations, becomes the command center for HQDA.

(86) Developing policy for all Army command and control systems, to include the supporting command facilities, data collection and processing, communications, warning, and executive aids.

(87) Developing plans and providing guidance for DA participation in search and rescue activities.

(88) Developing plans and guidance and monitoring DA programs in support of DA Domestic Action Program.

(89) Providing Army assets in emergency support of other Federal agencies.

(90) Providing Army support to the Secret Service in its statutory protective duties, to the President within CONUS, and for Federal expositions and projects.

(91) Providing Army support to the Drug Enforcement Administration and US Customs Service in drug interdiction activities within CONUS.

(92) Coordinating the Army Survival Measures Program.

b. The DCSOPS is the Major Program Director of Program 2 (General Purpose Forces), Program 3 (Communications and Other), Program 5 (Guard and Reserve Forces), and Program 10 (Support of Other Nations) of the FYDP and the Program Director of OMA Program 2 (General Purpose Forces), Program 3

(Communications and Other), and Program 10 (Support of Other Nations).

c. The DCSOPS serves as the HQDA proponent for the following OPMS specialties: Combat Communications-Electronics (25); Fixed Telecommunications Systems (26); Communications-Electronics Engineering (27); Instructional Technology and Management (28); Operations and Force Development (54); Operations Research Systems Analysis (49); Atomic Energy (52); Aviation (15); Chemical (74); and Foreign Area Officer (48).

d. The DCSOPS, through the Director of Operations and Readiness, is responsible for certain military support to other Federal agencies. The Director of Operations and Readiness wears two hats, also serving as the Director of Military Support (DOMS). The DOMS is responsible for executing and recommending to the Secretary of the Army (designated DOD Executive Agent) utilization of designated military resources for civil disturbances, disaster relief, civil defense activities, Military Assistance to Safety and Traffic, support to the US Postal Service, assistance to the District of Columbia Government in combating crime, and support of the FBI in combating terrorism.

e. The DCSOPS exercises supervision and control of the following:

- (1) US Army War College.
- (2) US Army Center of Military History.
- (3) US Army Nuclear and Chemical Agency.
- (4) US Army Concepts Analysis Agency.
- (5) US Army Command and Control Support Agency.
- (6) US Army CINCPAC Support Group.
- (7) US Army Security Assistance Agency (Latin America).
- (8) US Army Joint Interface Test Force, Joint Interoperability of Tactical Command and Control Systems.
- (9) US Army Military History Institute.

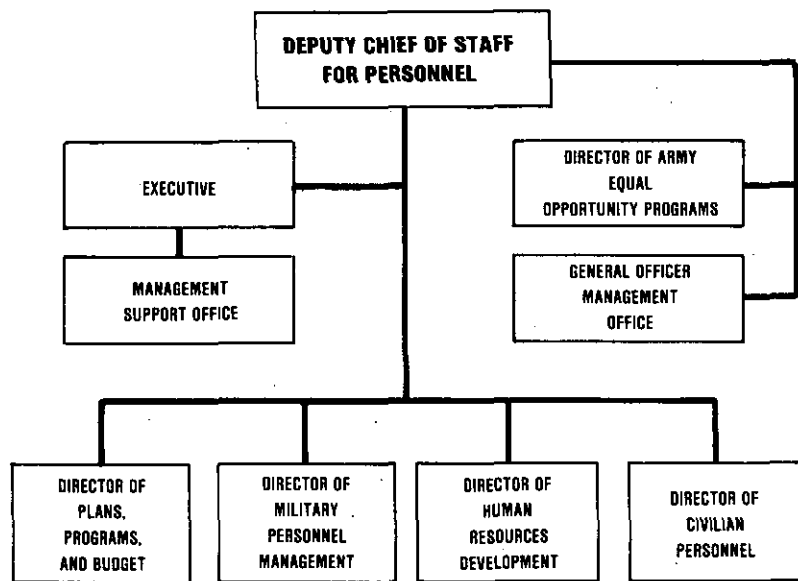


Figure 2-5. Office of the Deputy Chief of Staff for Personnel.

## 2-25. Deputy Chief of Staff for Personnel.

The Deputy Chief of Staff for Personnel (DCSPER) has Army General Staff responsibility for the formulation, management, and evaluation of personnel policies, plans, and programs for all components of the Army (military and civilian to include the Active Army, National Guard, Army Reserve, and Reserve Officers' Training Corps). In addition, DCSPER on behalf of the Secretary of the Army acts as the Executive Agent for the Department of Defense for the administration of the DOD Enemy PW/Detainee Program; the operation of the Armed Forces Examining and Entrance Stations (AFEES); and the Defense Foreign Language Training Program. In discharging these responsibilities, the impact on Army National Guard and Army Reserve personnel not on active duty and those in the transition phases of entering on or being separated from active duty, is considered in equal detail with the impact on Active Army personnel.

a. The DCSPER has General Staff responsibility for—

✓ (1) Military and civilian personnel management and evaluation.

(2) Development of personnel management legislation.

✓ (3) Personnel procurement, retention, and separation.

✓ (4) Personnel distribution, to include grade and specialties.

✓ (5) Utilization of personnel.

✓ (6) Assessment of human readiness.

(7) Policy supervision and coordination of the Officer Personnel Management System (OPMS) and the Enlisted Personnel Management System (EPMS).

(8) Retired affairs less individual pay matters and information from retired records.

✓ (9) Individual training (less foreign military) conducted in Army Training Centers and Service Schools and in units for entry-level MOS specialty, maintenance of individual proficiency and skill progression, precommissioning training (USMA, ROTC, OCS, and National Defense Cadet Corps (NDCC)), and civilian education; and representing the Army Staff on training matters concerning the National Defense University (National War College, the Industrial College of the Armed Forces), the Armed Forces Staff College, DOD schools, DA civilian training, and executive development.

(10) Personnel training policies for individuals of the Army National Guard and the Army Reserve not on active duty in consonance with overall Army policy.

(11) Audiovisual instructional media support of Army individual training.

(12) Coordination of Total Army manpower

data for aggregate military strength (gains and losses data; authorized and actual; historical, current, and projected).

(13) Preparing Military Manpower Program for the Active Army and USAR Selected Reserve to include input for POM, budget estimates, apportionment requests, and special requirements.

(14) Military and civilian personnel requirements and administrative support planning for those agencies under ODCSPER staff supervision in support of United States and Allied Army forces included in Joint and Army operational plans.

(15) Personnel mobilization, to include establishment of policies and procedures for ordering to active duty members of the Army National Guard and the Army Reserve and initiation of actions to execute these policies and procedures when required.

(16) The Mobilization Designation Program with the exception of general officer positions.

(17) Civilian staffing in both competitive and excepted service.

(18) Policy supervision and coordination of Army-wide civilian career programs.

(19) Labor and employee relations.

(20) Personnel management and administration for nonappropriated funds.

(21) Awards and performance appraisals.

(22) Promotions and operating selection systems.

(23) Army Suggestion Program.

(24) Compensation and entitlement.

(25) Financial Management (program formulation, justification, and execution) of Army programs and budget estimates for Military Personnel, Army (MPA) Appropriation; Program 8—Training, Program 8—Other and G Account of Base Operations under OMA; Program 3300—ROTC under RPA, and Army portion of DOD appropriations for Retired Pay and Claims.

(26) Welfare and morale.

(27) Leadership and motivational development.

(28) Organizational effectiveness.

(29) Race relations education and training and equal opportunity programs.

(30) Alcohol and drug abuse prevention and control.

(31) Grievance and appeal procedures.

(32) Discipline, law enforcement, correction, confinement, and crime prevention.

(33) Absenteeism.

(34) Physical security.

(35) Criminal investigations.

(36) Army crime reporting, including proponent for the Serious Incident Reporting System.

(37) War crimes.

(38) Review and approval of the personnel section of TOEs to ensure proper application of manpower and personnel policies and criteria.

(39) Approval of personnel sections of authorization documents (MTOE, TDA); qualitative analysis of authorizations information from the Force Development Management Information System (FDMIS).

(40) Approval of all qualitative (MOS, SSI, ASI, and grade) aspects of manpower guidance documents.

(41) Utilization of manpower, to include policy guidance for the determination of manpower requirements and overall staff responsibility for the manpower survey program.

(42) Approval of manpower staffing standards for US Army TDA activities and designated major commands.

(43) Development of policies, and direction and management of formal civilianization programs for replacement of military by civilian personnel.

(44) Approval of Manpower Authorization Criteria (MACRIT).

(45) Automated Management Information Systems in support of all assigned functional areas of responsibility.

(46) Research, development, test, and evaluation in personnel performance, training, and human factors in military systems within the overall guidance and policies developed by the DCSRDA.

(47) Development of policy and regulatory controls of the Army National Guard and Army Reserve Technician Programs.

(48) Development of policies concerning the eligibility, assignment, and termination of Government housing.

(49) Development of policy regarding housing adequacy standards, off-post referral serv-

ices, service charges, and determination of priorities for acquisition of housing.

b. The DCSPER is the Appropriation Director for MPA, Program Director for Major Program 8 of OMA and Budget Program 3300 of RPA, and Functional Program Director for G Account of Base Operations of OMA. Serves as agent for Army portion of DOD Appropriations for Retired Pay and Claims.

c. As the Army point of contact regarding enemy PW/Detainee matters, the DCSPER exercises General Staff responsibilities for the DOD Enemy PW/Detainee Program. These include DA Staff supervision over the United States Prisoner of War/Civilian Internee Information Center; policies, plans, programs, and other matters pertaining to enemy PW/detainees; assistance to OSA, OSD, and OJCS; and coordination regarding these matters with other appropriate governmental agencies.

d. The DCSPER exercises General Staff responsibilities over those functions of The Adjutant General (TAG) falling within the purview of the DCSPER (see para 2-31b). In these areas, TAG acts as a Director in the DCSPER.

e. The DCSPER exercises General Staff responsibilities as an executive agent relating to the operation and management of—

(1) The Defense Foreign Language Institute.

(2) The Defense Information College.

f. The DCSPER, as executive agent for the Department of Defense, exercises General Staff responsibilities for the supervision and control of the United States Military Enlistment Processing Command.

g. The DCSPER exercises General Staff responsibilities in providing administrative and

resource support for the operation of the Defense Systems Management College.

h. The DCSPER exercises supervision and control of the—

(1) United States Army Military Personnel Center.

(2) United States Army Recruiting Command.

(3) US Army Physical Disability Agency.

(4) US Military Enlistment Processing Command.

i. Under the DCSPER—

(1) The Director of Plans, Programs, and Budget exercises supervision and control of the US Army Research Institute for Behavioral and Social Sciences.

(2) The Director of Military Personnel Management exercises supervision and control of the United States Military Academy Preparatory School.

(3) The Director of Civilian Personnel exercises supervision and control of the US Army Civilian Personnel Field Operations Agency, the US Army Civilian Career Management Field Agency, and the US Army Civilian Appellate Review Agency.

(4) The US Military Academy (to include West Point Military Reservation) is a field operating agency for routine administrative matters. The Chief of Staff, Army exercises direct supervision and control of USMA and the West Point Military Reservation.

j. The DCSPER serves as the HQDA proponent for the following OPMS specialties: Infantry (11), Armor (12), Field Artillery (13), Air Defense Artillery (14), Law Enforcement (31), Personnel Management (41), and Education (47).

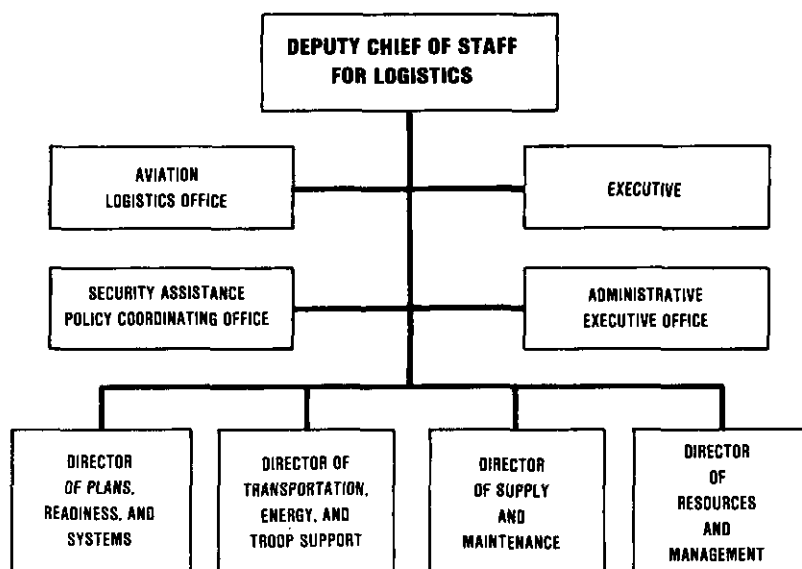


Figure 2-6. Office of the Deputy Chief of Staff for Logistics.

**2-26. Deputy Chief of Staff for Logistics.** The Deputy Chief of Staff for Logistics (DCSLOG) has Army General Staff responsibility for the management of DA logistical activities. In discharging these responsibilities, the mission requirements of Army National Guard and Army Reserve logistics are considered in equal detail with that of the Active Army and security assistance requirements.

a. The DCSLOG has General Staff responsibility for—

(1) Development and supervision of the Army logistic organization and systems worldwide including plans, policies, programs, force structure, doctrine, and standards.

(2) The DOD Interservice, Interdepartmental, and Interagency Support Programs within the Army and for implementing the DOD Joint Service Policy Program.

(3) Supervision of the Army Materiel Management and Distribution System.

(4) Planning, developing, and coordinating Army position on all Joint logistics matters; serving as Army planner on all Joint Staff Logistics Directorate (J-4) actions.

(5) Base development planning in support of contingency plans.

(6) Automated and manual logistics management information systems in support of all assigned functional areas of responsibility.

(7) Logistics planning and operations in support of United States and other national forces, to include Rationalization, Harmonization, Standardization, and Interoperability (RHI/RSI) Programs.

(8) Logistics readiness and sustainability of US Army forces.

(9) Section 3 (Equipment) of Modification Tables of Organization and Equipment, Tables of Distribution and Allowances, and the Army portion of Joint Tables of Allowances.

(10) Formulation and dissemination of policy and program guidance for materiel maintenance.

(11) Management of materiel maintenance (engineering and operations), and related logistic activities whether in-house or contract.

(12) Development and application of uniform depot overhaul, and issue and shipping standards for Army equipment.

(13) Establishing logistic policy directed to the prevention, control, and abatement of pollution from mobile equipment.

(14) Development of Army policy for integrating logistics support and maintenance engineering considerations into the materiel system life cycle, and for determining the logistical acceptability/supportability of materiel systems. This includes the Integrated Logistics Support (ILS) and Maintenance Engineering Programs,

and others such as the Army Oil Analysis Program (AOAP); Reliability Centered Maintenance (RCM); Test, Measurement and Diagnostic Equipment Program (TMDE); Integrated Technical Documentation and Training (ITDT); Provisioning and Initial Materiel Support; Tire Retread Program; Post Production Testing and Vehicle Warranties.

(15) Development of Army policy and programing guidance in the following primary functional areas: provisioning, distribution of materiel (including ammunition), wholesale and retail supply stockage policies, secondary item requirements to include war reserve requirements, storage preservation packaging and packaging of Army materiel, reporting, cataloging, and materiel utilization; Army guidance on DOD Military Standard Systems; vertical supply management; Total Army Equipment Distribution Program (TAEDP) System; demilitarization, except toxic chemicals; care and preservation of materiel in storage; storage quality control and reliability management; ammunition surveillance and maintenance; explosive ordnance disposal; logistics measurement systems; Army disposal and/or donation of excesses, surplus, foreign excess, captured, and unwanted materiel, and reclamation of precious metals.

(16) Development of the basic functional concepts and guidance for translation to automated logistics systems in support of supply, security assistance, maintenance, troop support services, and transportation.

(17) Development of Army policy, and coordination with the headquarters elements of other DOD components and Federal agencies in accomplishing logistics interrelationships, mutual servicing, and integrated logistics support.

(18) Planning, programing, budgeting for, and defending the acquisition of secondary items funded by The Army Stock Fund and the Procurement Appropriations in support of US and Allied Army forces.

(19) Army-wide security assistance policy development, and promulgation, and development of Army input into security assistance programs in coordination with other Army Staff agencies for activities within their assigned functional areas of responsibilities.

(20) Supply support to the United Nations Peacekeeping Forces.

(21) Financial inventory accounting systems for logistic management purposes.

(22) Planning, directing, and coordinating the Energy Program and formulating policy with respect to the allocation, supply, and use of energy resources within the DA.

(23) Petroleum fuels and related petroleum distribution systems management and petroleum quality surveillance programs.

(24) Army-wide logistic support comprising Army Food Program (subsistence supply, garrison and field food service, troop issue subsistence activities, and commissary operations), clothing sales stores, clothing initial issue activities program, personal-related organizational clothing and equipment items program, and laundry and dry cleaning program, including fumigation and bath.

(25) Transportation and related transportation services required for the movement of DA-sponsored passengers, personal property and cargo and, for the Navy, Air Force, and other Government agencies; transportation engineering and standardization; strategic movement matters including maintenance and validation of Army-type unit movement data; development of Army position on ship modernization; strategic mobility analysis; contingency plan relating to transportation; concepts, plans, policies, and programs for transportation to include traffic management and movement control; rail, watercraft, and administrative use vehicle operations and management; intermodal distribution systems (including helicopter logistical operation applications) to include surface container-support distribution systems development; DOD customs inspection activities, worldwide.

(26) Developing policies and programs related to the War Reserves in the following areas: War Reserves/Operational Projects to include Prepositioned Materiel Configured for Unit Set (POMCUS) authorization data, management of Army user related DLA/GSA managed secondary/stock fund materiel, logistics portions of contingency, and mobilization war plans.

(27) Developing worldwide distribution requirements for ammunition storage, transpor-

tation, and handling capabilities; ensuring publication of distribution firing rates.

(28) Providing the technical expertise needed to maintain visibility and control of the entire Army Aviation Logistics Program to include: interface with research and development, materiel acquisition, training, operations, logistic support of aeronautical materiel for all US and foreign country armed forces and the capability to initiate intensive management when required.

(29) Providing the technical expertise to maintain visibility and control of the entire Army Tank Logistics Program to include: Interface with research and development, materiel acquisition, production, distribution planning, training, materiel readiness of the tank fleet, and the capability to initiate intensive management when required.

*b. The DCSLOG—*

(1) Is Program Director for FYDP Programs 4 (Airlift and Sealift) and 7 (Central Supply and Maintenance) and functional manager for Base Operations in the areas of supply, maintenance, transportation, and troop support services operations. The DCSLOG formulates, justifies, and supervises Army programs and budgets pertaining to the logistics area for these programs.

(2) Is Director of the Army Stock Fund.

(3) Integrates Program 5 (Depot Maintenance) requirements into the total Depot Maintenance Program.

(4) Is the Budget Program Director for Military Assistance Program supply operations project codes L10, transportation costs; L20, packing, crating, handling, port loading, and unloading costs; L40, storage and maintenance of MAP stockpiles; and L60, logistics management expenses.

(5) Is the Budget Appropriation Director and Manager of Foreign Military Sales Administrative Fee Funds.

(6) Is the Appropriation Director for the Trust Revolving Fund Account (Commissary Surcharge).

(7) Is proponent for Military Construction, Army projects relating to logistics facilities.

*c. The DCSLOG acts as the principal Army Staff representative and focal point on the Army Staff for security assistance matters; has*

direct access to and interacts with the VCSA, the Under Secretary of the Army (USofA), other members of the Army Secretariat, OSD, and other military departments, agencies, commands, and activities relative to security assistance activities; coordinates the development of all security assistance policy (less Joint actions), including Army regulations and documents applicable to security assistance. The DCSLOG has Chief of Staff tasking authority over all Army Staff agencies, MACOMs, and field activities and on matters pertaining to security assistance.

*d. The DCSLOG represents HQDA on the Joint Army, Navy, Air Force, and Defense Nuclear Agency Committee in developing policies and procedures on nuclear weapons stock status reports and the Joint Nuclear Weapons Publication System.*

*e. The DCSLOG supervises assigned realignment actions involving relocation of activities and transfer of mission and functions to include conversion to contract operations.*

*f. The DCSLOG serves as functional adviser for Enlisted Logistics Career Management Fields and Civilian Logistic Career Programs.*

*g. The DCSLOG serves as the HQDA proponent for the following OPMS specialties: Logistics Management (70), Aviation Materiel Management (71), Communications-Electronics Materiel Management (72), Missile Materiel Management (73), Munitions Materiel Management (75), Armament Materiel Management (76), Tank/Ground Mobility Materiel Management (77), Petroleum Management (81), Food Management (82), General Troop Support Management (83), Traffic Management (86), Marine and Terminal Operations (87), Highway and Rail Operations (88), Maintenance Management (91), Supply Management (92), Logistics Services Management (93), and Transportation Management (95).*

*h. The DCSLOG exercises General Staff supervision over The Surgeon General as pertains to Army class management for medical materiel.*

*i. The DCSLOG exercises General Staff supervision over the Chief of Engineers as pertains to—*

(1) Technical and analytical support to ma-



for Army commands in determining contingency base development requirements.

(2) Technical evaluation of the logistic portion of contingency plans and development of bills of materials to develop civil engineering support requirements.

(3) Technical engineering in support of the energy and energy conservation programs.

(4) Evaluation of engineer portion of contingency plans.

(5) Managing nontactical mobile generators and associated distribution systems.

(6) Promulgation of supply policy and procedures.

j. The DCSLOG exercises supervision and control of the following:

(1) US Army Troop Support Agency.

(2) US Army Logistics Evaluation Agency.

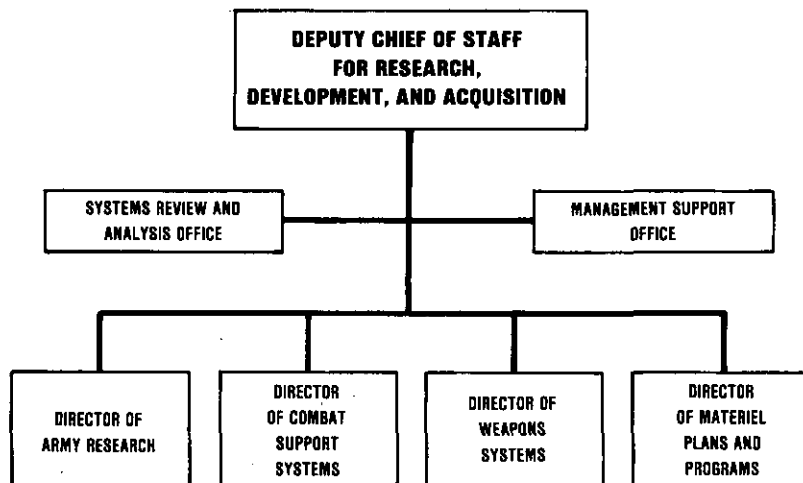


Figure 2-7. Office of the Deputy Chief of Staff for Research, Development, and Acquisition.

**2-27. Deputy Chief of Staff for Research, Development, and Acquisition.** The Deputy Chief of Staff for Research, Development, and Acquisition (DCSRDA) has Army General Staff responsibility for the research, development, development test and evaluation, and the planning, programing, and budgeting for the acquisition of materiel obtained from the five procurement appropriations for the Army. In discharging these responsibilities, equitable consideration is given to the Active Army, Army National Guard, and Army Reserve. In matters pertaining to Ballistic Missile Defense (BMD), the DCSRDA coordinates with the BMD Program Manager.

a. The DCSRDA has General Staff responsibility for—

(1) Formulation of basic DA policies for systems acquisition.

(2) Formulation, justification, and defense of the plans, programs, and budgets for research, development, test, and evaluation

(RDTE) and acquisition of materiel from the five procurement appropriations.

(3) Formulation of DA guidance and policy for the management, planning, procedures, and execution of life cycle management of materiel and nonmateriel subjects, including type classification and reclassification, from the conceptual phase through the production and deployment phase.

(4) Accomplishment of materiel life cycle management from the conceptual phase through the production and deployment phase for all materiel and nonmateriel developmental and nondevelopmental programs, including product improvement, except for materiel systems and equipment and nonmateriel subjects in the behavioral, social, environmental, and life sciences assigned to other agencies.

(5) In coordination with the Comptroller of the Army, management and implementation of approved direct and reimbursable Army programs financed under the RDTE and Procure-

ment Appropriations, including release of programs for execution and the issuance of related guidance.

(6) Formulation of DA guidance and policy for the management, planning, and programing of materiel production (including the production base support programs), materiel procurement requirements, and the Army Materiel Plan.

(7) Formulation of DA guidance and policy for the Industrial Preparedness Planning and Production Base Support Programs.

(8) The Product Improvement Program for Army materiel, including systems and major items provided foreign nations.

(9) Overall international military equipment standardization programs within DA; DA participation in international military RDTE programs; and exchange of classified research and development information with foreign nations under these programs.

(10) Overall supervision of the Army portion of the DOD Standardization Program (less telecommunications—DCSOPS).

(11) Formulation of plans and policies and establishment of priorities for development and operation of research, development, and acquisition management information systems.

(12) Budgeting, controlling, and authorizing use of Federal Contract Research Center ceiling allocations for all Army appropriations.

(13) Coordination of all Army Systems Acquisition Review Council reviews.

(14) The DA System Coordinator System.

(15) Determining the affordability of proposed systems, within priorities established by DCSOPS and in view of the resources available or projected to be available to DA.

(16) The overall Reliability, Availability, and Maintainability (RAM) Program pertaining to materiel.

(17) Monitoring all activities of the Army and other Government agencies related to space systems and technology development, and advising ODCSOPS on development of

space policy, plans, objectives, and requirements.

(18) Determining requirements and the priorities for that intelligence needed to support research and development activities and for ensuring that this intelligence is utilized in the research and development of weapons systems, materiel, and equipment for the US Army.

(19) Matters relating to RDTE manpower resources and review of plans, programs, and policies with RDTE manpower implications. Defends RDTE manpower requirements before OSD, OMB, and the Congress.

(20) Incorporating the requirements for environmental pollution control and protection into the life cycle management of production base support programs.

(21) Promoting energy conservation in the development of Army materiel, and including energy consumption as a criterion for evaluating alternative concepts for satisfying Army materiel requirements.

(22) Ensuring that thorough consideration is given to the conservation of energy in the development, acquisition, operation, use, or disposal of Army materiel and the management of production base support programs.

b. The DCSRDA is the Program Director of Major Program 6 (Research and Development) of the FYDP; the Appropriation Director of the RDTE Appropriation and the Five Procurement Appropriations (aircraft, missiles, weapons and tracked combat vehicles, ammunition, and other procurement).

c. The DCSRDA provides the Executive Secretary to the Army Systems Acquisition Review Council.

d. The DCSRDA exercises supervision and control of the US Army Research Associates Group.

e. The DCSRDA serves as the HQDA proponent for the following OPMS specialties: Research and Development (51) and Procurement (97).

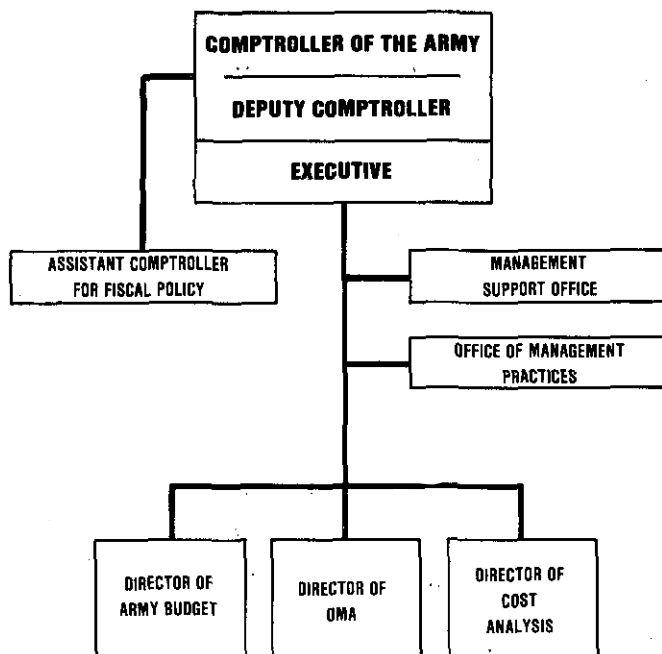


Figure 2-8. Office of the Comptroller of the Army.

**2-28. Comptroller of the Army.** The Comptroller of the Army (COA) is under the direction and supervision of, and is directly responsible to, the Assistant Secretary of the Army (Installations, Logistics, and Financial Management) with concurrent responsibility to the Chief of Staff. In discharging these responsibilities, equitable consideration is given to the Active Army, Army National Guard, and Army Reserve.

a. The COA has General Staff responsibility for—

(1) Budget, cost analysis, economic analysis, military/civilian pay procedures, finance and accounting, financial management resource management review, and productivity and management improvement activities within the Army.

(2) Providing legal advice on fiscal policy, use of appropriated funds, military pay and allowances, pecuniary liability for loss or damage to Government property, Anti-Deficiency Act violations, and construction authorization.

(3) Management Improvement (developing, managing, and implementing the Department of the Army Productivity Improvement Program which includes Army National Guard and

Army Reserve, and related policies and concepts for Productivity Enhancement and Measurement, Methods and Standards, Quick Return on Investment, Management Incentives, and Value Engineering); exercising staff monitoring of Management Practices Training; performing liaison with and acting as Army point of contact with components of DOD, other Federal agencies, OMB, and GAO on policy and concepts related to these programs.

(4) Developing independent cost estimates for selected major Army materiel systems.

(5) Preparing cost estimates of force structures.

(6) Providing policy guidance for economic analysis.

(7) Administering the Army contract financing functions at departmental level; formulating, revising, and promulgating regulations to ensure uniform application of DOD contract financing policies.

(8) Designing, developing, evaluating, and approving the management information systems in the financial area, Army-wide.

(9) Developing and prescribing accounting policy and procedures for appropriated and nonappropriated fund activities.

(10) Providing policy, regulatory guidance, and staff advice for the worldwide finance network of the Army concerning travel and transportation, official distances, payment to commercial firms for services and supplies, military payment certificates, banking, disbursing United States and foreign currencies and other instruments, and the Army Savings Program.

(11) Developing and prescribing accounting procedures for civilian pay.

(12) Developing Financial Management Subsystems of the Logistics Management Systems.

(13) Developing and prescribing accounting procedures and pricing policy for MAP and Foreign Military Sales.

(14) Formulation and establishment of overall systems concepts and designs for current and future programs and development of plans and programs for definition of requirements, improvements, and implementation of JUMPS-Army and JUMPS-RC.

(15) Developing military and civilian pay and allowance procedures relative to implementing public laws, executive orders, Comptroller General decisions, DOD and DA directives, and court decisions.

(16) Liaison with and acting as Army point of contact with congressional appropriation committees.

(17) Formulation of the Army budget to include review of appropriation directors' submissions, and presentation of coordinated budget to the OSD.

(18) Issuance of current manpower and dollar guidance for preparation of the Army budget.

(19) Presentation and defense of the Army budget before OSD, OMB, and Congress.

(20) Execution of the congressionally approved Army budget, to include recommendation of fund allocation.

(21) Formulating guidance and policy pertaining to the Army Stock Fund (ASF); preparing ASF budget and submitting to OSD, OMB,

and Congress; and allocation and redistribution of ASF cash.

(22) Developing and establishing the overall integrated budgeting and funding policies of the Army.

(23) Independent review and analysis of selected Army programs included in the budget.

(24) Compiling and disseminating Army Program and Budget Guidance to major commands and separate operating agencies.

(25) Costing civilian personnel for budget estimates, command operating budgets, apportionment requests, and special studies.

(26) Developing the Operation and Maintenance, Army Program for the Program Objective Memorandum (POM).

(27) Maintaining and publishing the official Army Management Structure codes and definitions.

(28) Receiving and issuing funds provided to DA, and for issuing all financial reports on the status of funds.

(29) Establishing internal review policies and procedures and performing surveillance of the internal review program in Army Staff agencies, at major Army commands, and other selected organizations.

(30) In conjunction with the Auditor General of the Army, prescribe technical audit training for internal review personnel.

b. The COA is Appropriation Director for the Operation and Maintenance, Army (OMA) appropriation; Army Industrial Fund (AIF); and Army Management Fund (AMF) and is responsible for Program 9 (Administrative and Associated Activities) and Administrative Program (Base Operations).

c. The COA serves as the HQDA proponent for the Finance (44) and Comptroller (45) specialties.

d. The COA serves as the functional chief for the Comptroller Civilian Career Program.

e. The COA exercises supervision and control over the US Army Finance and Accounting Center.

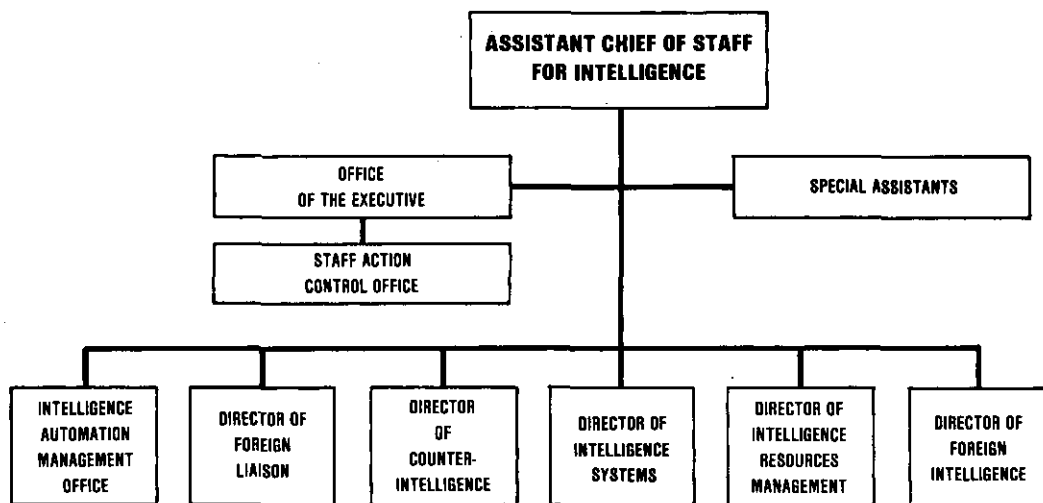


Figure 2-9. Office of the Assistant Chief of Staff for Intelligence.

### 2-29. Assistant Chief of Staff for Intelligence.

The Assistant Chief of Staff for Intelligence (ACSI) is responsible for overall coordination of the intelligence and counterintelligence activities of the US Army. The ACSI is the Army observer and representative on the National Foreign Intelligence Board, Army member of the Military Intelligence Board, Chairman of the Army Classification Review Board, and the Signals Intelligence (SIGINT) focal point for the Army. In discharging these responsibilities, equitable consideration is given to the Active Army, Army National Guard, and Army Reserve. Within the scope of assigned responsibility, the ACSI has a relationship to the Chief of Staff corresponding to that of a Deputy Chief of Staff.

a. The ACSI has General Staff responsibility for—

(1) Establishing threat validation policies and standards, and exercising ultimate Army threat validation authority.

(2) Formulation and justification of Army intelligence resource requirements, and justification of intelligence programs and budgets.

(3) Army Signal Intelligence (SIGINT) functions; associated concepts, doctrine, policies, and plans; and coordination of these activities with Army components of Unified and Specified Commands.

(4) Providing SIGINT threat evaluations; developing security policies and standards for

Signal Security (SIGSEC) to prevent unauthorized access to Communications Security (COMSEC) material or to protect electromagnetic radiations or emanations from foreign intelligence exploitation; preparing recommendations on release of COMSEC material and information to foreign governments; reviewing existing and proposed SIGSEC doctrine, Army materiel requirements documents, and procedures developed for the control and accounting of COMSEC material; and exercising staff supervision over SIGSEC surveillance activities.

(5) Providing intelligence support to the Army's electronic warfare program; monitoring electronic warfare support measures activities.

(6) Developing and coordinating the Army's electro-optic intelligence program.

(7) Formulation of the policy for the Army's cryptologic effort, including Communications Intelligence (COMINT) Security Standards.

(8) Intelligence doctrine and all matters relating to individual intelligence training and readiness of intelligence units.

(9) Developing and coordinating intelligence aspects of security assistance.

(10) Developing and coordinating the Foreign Intelligence Assistance Program (FIAP).

(11) Formulation of Army policy concerning intelligence aspects of organization and operations concepts to support the Army-in-the-field.

(12) Monitoring research and development

projects of intelligence, counterintelligence, reconnaissance, and surveillance interest.

(13) Formulation of Army policy for counterintelligence (CI) activities and related restraints.

(14) Developing policy and providing national-level liaison and coordination within DOD and other Federal agencies on CI special investigations, operations, and related matters Army-wide.

(15) Formulation of Army personnel and information security policy and plans; performing program development and resource utilization of CI elements as they pertain to the DOD Personnel and Information Security Program.

(16) Formulation of Army policy for foreign disclosure and censorship; security review for proper level of classification of all Army material submitted to Congress; review, as requested, of Army information intended for public release of classified information; and review of Army prepared security classification guide.

(17) Formulation of Army policy for Human Intelligence (HUMINT) collection activities and for intelligence gathering regarding US Army PWs and MIAs.

(18) Reconnaissance and surveillance activities to include imagery collection, exploitation, security policy, and research and development; Joint reconnaissance matters; and Special Activities Office (SAO) policy.

(a) Coordination of all Army strategic intelligence surveillance and reconnaissance activities, to include special activities office matters, as well as acting as interface with national and DOD intelligence boards and committees.

(b) Coordinating Army Staff position concerning national reconnaissance activities with the National Foreign Intelligence Board for inclusion of Army requirements in national systems.

(19) Weather and terrain portions of combat intelligence, to include:

(a) Meteorological concepts, doctrine, plans, training, and operations of the Army.

(b) Topographic doctrine, plans, programs, policy, requirements, and priorities.

(c) Coordination of meteorological and topographic support within the Army and with other Service and DOD agencies.

(20) Signal Intelligence (SIGINT) and Meas-

urement and Signature Intelligence (MASINT) collection requirements.

(21) Contributing to the formulation of Joint, DOD, and national intelligence.

(22) Establishing policies and standards and exercising Departmental supervision governing the production of counterintelligence, general intelligence, and scientific and technical intelligence.

(23) Formulation of policy and implementation of foreign liaison with foreign representatives to the United States.

(a) Coordinates the activities of the Foreign Liaison Office, US Army Intelligence Operations Detachment.

(b) Formulates policy and implementation of the Army reciprocity program.

(24) Formulation of policy and implementation of US Army attaché matters within the Defense Attaché System, including participation in the selection and evaluation of US Army attachés.

(25) Formulation of policy for the utilization of Intelligence Contingency Funds; programing and budgeting for these funds; and, through the OACSI Inspector General, conducting inspections to verify the proper utilization of these funds.

(26) Managing and budgeting Foreign Area Officer (FAO) Specialty oversea training; and advising and assisting the ODCSOPS on FOA Specialty policy and procedures. Monitoring training at the United States Army Institute for Advanced Russian and East European Studies (USAIAREES).

(27) Advising appropriate General Staff agencies on the military intelligence aspects of technical training, force structure, development, security management, command, control, communications requirements, and NATO Rationalization, Standardization and Interoperability requirements. Monitoring the organization, training, and readiness of US Army Reserve and National Guard Military Intelligence Units and activities.

(28) Formulation of policy and implementation of Executive Orders relating to United States Foreign Intelligence Activities; and through the OACSI IG, conducting inspections of Army elements involved in military intelligence activities worldwide.

(29) Formulation of policy for the utilization of and accountability for intelligence property; conducting inspections to verify the proper utilization of intelligence property.

(30) Staff supervision of all Army intelligence polygraph and related activities.

(31) Development of Opposing Forces (OPFOR) concepts and associated program objectives, policy, and planning guidance.

(32) Formulation of policy and doctrine concerning tactical intelligence relations with foreign countries.

(33) Establishing plans and policies for the exploitation of foreign materiel (less medical).

(34) Establishing policies governing the dissemination of Department of Defense (DOD) and non-DOD intelligence and intelligence information to HQDA, CONUS MACOMs, Army organizations outside CONUS not subordinate to a unified or specified command, and their subordinate agencies, activities, and units.

(35) Developing and implementing the Army Automation Security Program to include promulgation of detailed automation security policy, procedures, and guidance.

(36) Directing the functional management of all intelligence and security automation to include that portion consisting of ADP resource planning, programing, budgeting, security and in performing the Army automation management responsibilities for all intelligence and security systems which are functionally integrated at all command levels and which support the wartime mission of the Army.

(37) Oversight of Army intelligence organizations and activities for the Secretary of the Army and the Chief of Staff.

(38) Army actions involving IDHS activities (including WWMCCS and WWMCCS-related IDHA), and is the focal point for DIA coordination with the Army Staff.

(39) Reduction and realignment of units, activities, organizations, and installations under the command of US Army Intelligence and Security Command (INSCOM) as well as all other intelligence agencies and activities.

b. The ACSI is the Functional Program Director of the Army portion of the Consolidated Defense Intelligence Program, and is the OMA

Program Director of Subprogram 3—Intelligence and Counterintelligence and Investigative Activities.

c. The ACSI serves as the HQDA proponent for the following OPMS specialties: Tactical Strategic Intelligence (35), Counterintelligence/HUMINT (36), and Electronic Warfare/Cryptology (37), and EPMS Career Management Fields; EW/Intercepts Systems Maintenance (33), Military Intelligence (96), and Electronic Warfare/Cryptologic Operations (98).

d. The ACSI serves as the functional chief for the Intelligence Civilian Career Development Program.

e. The ACSI exercises supervision and control of the—

(1) US Army Intelligence Operations Detachment,

(2) US Army Special Security Group.

**2-30. Special Staff.** a. The Special Staff consists of the following offices:

(1) The Adjutant General.

(2) Chief of Engineers.

(3) The Surgeon General.

(4) Chief of Chaplains.

(5) The Judge Advocate General.

(6) Chief, National Guard Bureau.

(7) Chief, Army Reserve.

b. The heads of Special Staff agencies provide advice and assistance to the Office of the Secretary of the Army, the Chief of Staff, other members of the Army Staff, and to all other elements of the Department of the Army on specialized matters, specifically within their respective fields of responsibility. As staff officers of Headquarters, Department of the Army, they are responsible for the preparation of plans, estimates, and orders; review of technical doctrine; and coordination of their technical, administrative, and operational plans and activities with other agencies of the Army Staff. The heads of certain Special Staff agencies exercise dual functions of staff and command. These two functions, although vested in a single individual, are separate and distinct in that each involves different responsibilities and duties; the exercise of one should not be confused with the exercise of the other.

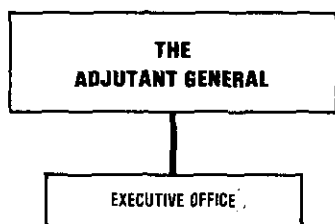


Figure 2-10. Office of The Adjutant General.

**2-31. The Adjutant General.** The Adjutant General (TAG) is the principal adviser to the Chief of Staff for Army administrative systems, administrative systems development, community life support systems, and US Army Reserve personnel and administrative systems. TAG serves as Commander of the US Army Adjutant General Center and exercises command supervision and control over the US Army Reserve Components Personnel and Administration Center. In discharging these responsibilities, equitable consideration is given to the Active Army, Army National Guard, and Army Reserve.

a. TAG has Army Staff responsibility for—

(1) Army Publications and Army Field Printing Systems.

(2) Army Postal System.

(3) Army Records Management System to include:

(a) Application of the Freedom of Information Act and the Privacy Act.

(b) References services from retired records for other Federal, State, and local Government agencies including Veterans' Administration requests for benefits eligibility statements of service.

(c) Review, maintenance, and disposition of personnel records of separated (including retired) military personnel.

(4) Army administrative systems, to include program management for micrographics, word processing, and office management systems.

(5) The Central United States Registry.

(6) Army Courier Service.

(7) Heraldic activities (other than policy for items worn on the uniform).

(8) Administrative support for Interservice, National, and International Sports Programs.

(9) Army statistical clearance activities.

(10) Disposition and Commemoration Programs for deceased personnel, to include:

(a) Army Memorial Affairs Programs.

(b) Army Personal Effects Program.

(c) Army Post Cemeteries standards and policies.

(11) Army Gift Program.

(12) Flags and other related items.

(13) The Civilian Personnel Referral Program for Recreation Specialists.

(14) US Army Terminology Program, to include Army Dictionary and Authorized Abbreviations and Brevity Codes.

(15) Approval and control of all unit designations for all Army units.

b. For certain specified functions, TAG serves as a Director for the DCSPER, with Army Staff responsibility for—

(1) Morale support activities.

(2) Personal commercial and consumer protection affairs.

(3) Solicitation, including the sale of commercial insurance on Army installations.

(4) Credit Unions.

(5) Fund raising.

(6) Army Emergency Relief.

(7) American National Red Cross.

(8) United Services Organization.

(9) Scouts.

(10) Participation in activities of private associations.

(11) Army Community Services Program.

(12) Child care services.

(13) Retired activities.

(14) Social Security matters, Veterans' Affairs, and Survivor Benefit Plan.

(15) Army Casualty Reporting System.

(16) Funeral support.

(17) Ceremonies.

(18) Memorialization.

(19) US Soldiers' and Airmen's Home.

(20) Army Continuing Education Systems (ACES), to include the Army Skill Recognition Program, Army Help for Education and Development (AHEAD), and Dependent Schools Educational Opportunities.

(21) Army Band Program.

(22) Army Club System.

(23) The Army Nonappropriated Funds Program, less personnel administration functions.



(24) HQDA proponent for the following OPMS specialties: Personnel Administration and Administrative Management (42) and Club Management (43).

(25) Army Voting Program.

(26) Naturalization and Citizenship.

(27) ID Cards and Tags.

(28) Civilian clothing allowances (policy and determination of eligibility).

(29) Serving as member of Board of Directors, Army and Air Force Exchange Service (AAFES); and acting as Army Staff Coordinator for all matters pertaining to policy and operations of AAFES.

c. TAG acts for—

(1) The Secretary of the Army:

(a) In administering the Armed Forces Professional Entertainment Program as executive agent for DOD.

(b) In providing administrative support to the Interservice Sports Committee Secretariat (ISCS).

(c) Through the Assistant Secretary of the Army (Civil Works), in administering and budgeting for operation and maintenance of the Arlington and Soldiers' Home National Cemeteries.

(2) The JCS, in providing supervision over the Armed Services Graves Registration Office (ASGRO).

(3) The Chief of Staff, Army in assigned capacity as executive agent for the JCS, in providing guidance and policy direction to the Armed Forces Courier Service.

d. Under DCSPER policy and guidance TAG is responsible for—

(1) Mobilization of Individual Ready Reserve personnel of the US Army Reserve.

(2) Planning, development, programing, and installation of Army Reserve personnel automated information reporting systems and operation of the USAR portion thereof, in coordination with FORSCOM and the Chief, Army Reserve.

(3) Administration of personnel management activities of the Army Reserve.

(4) Command and control of nonunit Individual Ready Reserve, Standby Reserve, and Retired Reserve personnel.

(5) Administration of the Army Suggestion Program for suggestions requiring evaluation/referral outside DOD.

e. TAG serves as Army Staff Coordinator for all matters pertaining to US Army prisoners of war and missing-in-action personnel and programs.

f. As functional chief, TAG provides advisory assistance to the DCSPER for the Education and Training, Records Management, and Librarian civilian career programs.

g. TAG supervises the budgeting and funds control activities of General Operating Agency 11.

h. TAG provides HQDA operational support in the following areas:

(1) OSD, HQDA, and TAGO Safety Program.

(2) Defense Post Office System.

(3) Information and Locator Service for OSD and HQDA Army officers and key civilians.

(4) Maintenance of the Army Performance Measurement System (APMS) Report.

(5) Preparation of General Officer PCS orders.

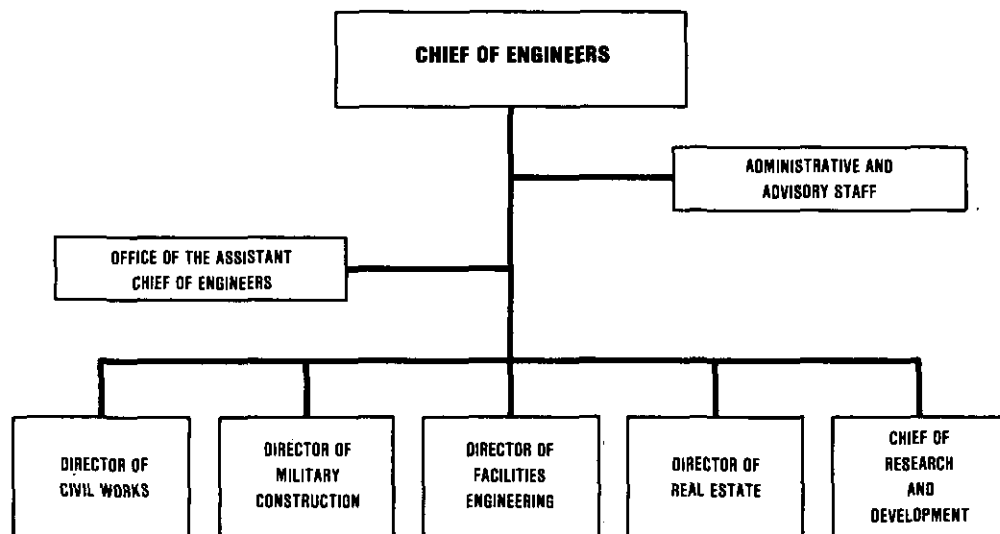


Figure 2-11. Office of the Chief of Engineers.

**2-32. Chief of Engineers.** The Chief of Engineers (COE) is the HQDA principal adviser on engineering matters. The COE's civil works responsibilities are accomplished under the direction and supervision of the Assistant Secretary of the Army (Civil Works).

a. The COE has Army Staff responsibility for—

(1) Establishing plans, policies, and programs for military construction, family housing, real property maintenance activities, and real estate matters.

(2) Supervision and coordination construction of MCAR projects submitted by Office of the Chief, Army Reserve for design and construction.

(3) Chairing and coordinating the activities of the Construction Requirements Review Committee (CRRC), the Stationing and Installation Planning Committee (SIPC), and the National Capital Region Planning Committee (NCRPC).

(4) Coordination and acquisition of surplus Government real property for the Army National Guard and Army Reserve.

(5) Facilities requirements and stationing for Active Army and for mobilization.

(6) Custody of the original title records for Army and Air Force real property.

(7) Managing and operating Army-controlled housing and housing furniture programs, excluding recreational housing.

(8) Managing the Army Facilities Components System (AFCS).

(9) Developing research and development requirements in support of military construction, family housing, real property maintenance activities, real estate, preservation and improvement of environmental quality of military facilities, and energy conservation and management in military facilities.

(10) Providing engineering and construction support to US Army elements.

(11) Providing for the integration and coordination of engineer matters by assisting other Army Staff elements in their studies and staff actions which have engineer implications.

(12) Performing studies and analyses within the Army Study System category in support of planning, programing, budgeting, and operational decisionmaking in assigned functional areas of interest and as requested by the Chief of Staff.

(13) Planning and formulating policies related to environmental quality and coordinating environmental quality preservation and improvement activities within the Army; maintaining the central point of contact for these activities; and monitoring the activities of DOD and other Government agencies that influence environmental standards.

(14) DA environmental quality and environmental sciences research and development ac-

tivities. This includes planning, directing, coordinating, and supervising all Army research exploratory development and nonsystems-related advance development in the environmental quality and installation restoration programs; the environmental sciences consisting of atmospheric, terrestrial, and topographic sciences; military construction and facilities maintenance and operations; and combat engineer support to Army operations. The COE supports Army, DOD, and other Government agencies, as required, in these research and development areas.

(15) Plans, policies, objectives, criteria, and standards for the Army Utilities Management and Utilization Program.

(16) Payment of Standard User Charges to General Services Administration for leased space occupied by and services provided to all Army activities outside the National Capital Region.

(17) Executing the function of the Topographer of the Army.

(18) Real Property Maintenance Activities Management Information Systems.

(19) Planning for and identifying activities occupying Army administrative space within the National Capital Region, which can be relocated outside the National Capital Region.

(20) Establishing basic policies and principles for carrying out Economic Adjustment Program associated with installation and activity consolidations, realignments, reductions, and closures.

(21) Management of the Army Nuclear Power Program and related training.

(22) Management of the Army Nuclear Reactor Health and Safety Program.

b. The COE has responsibility for programing and budgeting as show below:

	Appropriation/ Fund Director	Formulation, Justification of Army Programs and Budgets
Military Construction, Army (MCA)	X	X
Family Housing Management Account	X	X
Homeowner's Assistance Pro- gram	X	X

	Appropriation/ Fund Director	Formulation, Justification of Army Programs and Budgets
Wildlife Conservation, Military Reservations	X	X
Facilities Engineering (RPMA)		X
RPMA Portion of OMA Base Opns		X
Standard Level User Charges (SLUC) Outside the National Capital Region		X

c. Under the General Staff supervision of the DCSLOG, the COE has responsibility for—

(1) Technical evaluation of logistics portion of contingency plans, development of construction bills of materials to support base development requirements, and providing assistance in developing operational projects.

(2) Technical and analytical support to major Army commands in determining base development requirements to support contingency plans.

(3) Evaluation of the engineer portion of logistics plans and preparation of the engineer portion of logistics plans as required.

(4) Managing the establishment and maintenance of an insurance level of nontactical mobile generators and associated distribution systems; developing the capability to effect rapid deployment as directed, to include the provision of engineering, technical, and logistics support to user commands and borrowing agencies.

(5) Technical engineering, research, development, and demonstration of new equipment or techniques in support of the Army Energy Program. Managing the programs associated with energy production and conservation techniques, facilities, and materiel as may be assigned.

d. Under the General Staff supervision of the DCSRDA, the COE has responsibility for performance of research, development, development test, and evaluation of design and construction of fixed military facilities, operation and maintenance of fixed military facilities, environmental quality of military facilities, energy and energy conservation, topographic sciences research, combat engineering, base devel-

opment in the theatre of operations, weapons effects, cold regions and other climatic effects, military operations, and fixed facility technology.

e. Under the General Staff supervision of the ACSI, the COE has responsibility for providing—

(1) Direct support in the execution of staff functions pertaining to Army topographic matters.

(2) Technical supervision and coordination of Army mapping, charting, and geodesy.

(3) Technical supervision and coordination of terrain analysis activities, military geographic information/documentation, and hydrologic activities.

f. The COE provides general and specialized engineering, construction, and real estate services for the Air Force, other Government agencies, and foreign governments as assigned.

g. The COE serves as executive agent for the Department of Defense in providing real estate services and budget formulation and execution for the Homeowner's Assistance Program and the DOD Recruiting Facilities Program.

h. The COE serves as The Environmentalist of the Army.

i. The COE serves as functional chief for the Engineer and Scientists (construction field) Civilian Career Program.

j. The COE serves as the HQDA proponent for the OPMS specialty Engineer (21).

k. Under the direction and supervision of the Assistant Secretary of the Army (Civil Works), the COE has responsibility for—

(1) Planning, directing, and supervising engineering, construction, operation and maintenance, research and development, and real estate activities necessary for comprehensive water resources development including navigation, flood control, hydroelectric power production, municipal and industrial water supplies, waste water management, public recreation, shore and hurricane protection, and other beneficial purposes.

(2) Administration of certain laws for the protection and preservation of the navigable waters of the United States in the interest of navigation, water quality, conservation, fish and wildlife ecosystems, enhancement of environment, and the public welfare in general.

l. The COE is responsible for the administration of the purchase and sale of utilities services as the DA Power Procurement Officer.

m. The COE commands the US Army Corps of Engineers, consisting of US Army Engineer Divisions, Districts, Laboratories, and separate FOAs.

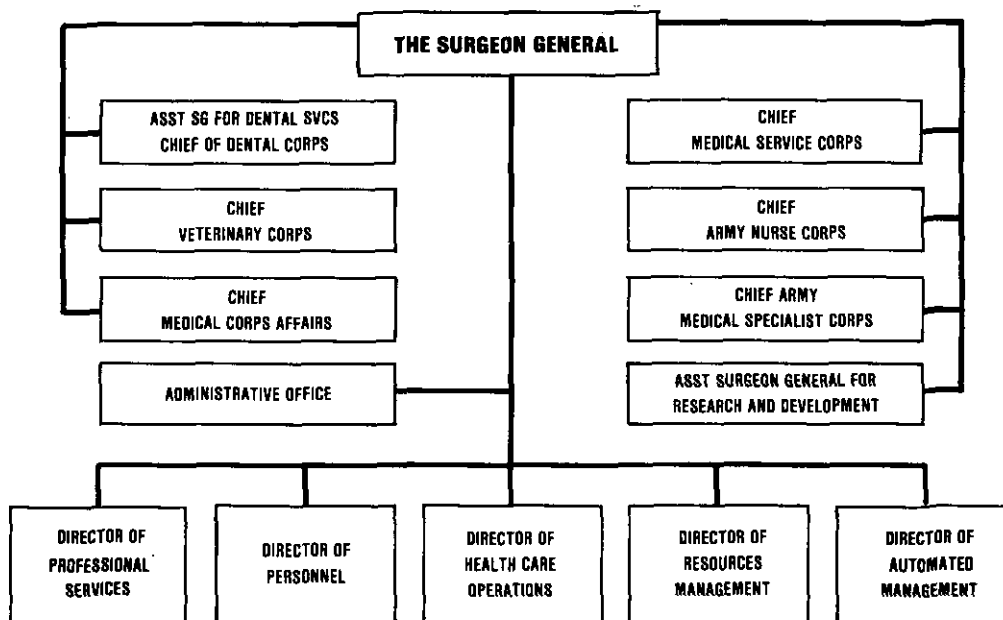


Figure 2-12. Office of The Surgeon General.

**2-33. The Surgeon General.** The Surgeon General (TSG) is responsible for development, policy direction, organization, and overall management of an integrated Army-wide health services system. On health and medical matters, including the utilization of Army Medical Department professional personnel, TSG has direct access to the Secretary of the Army and the Chief of Staff. In discharging assigned responsibilities, equitable consideration is given to the Active Army, National Guard, and Army Reserve.

a. TSG has Army Staff responsibility for—

(1) Planning, developing, programing, directing, and supervising health services for the Army and for other agencies and organizations.

(2) Establishing health standards applicable to personnel of the Army.

(3) Health professional education and training for the Army.

(4) Medical research, development, test, and evaluation for the Army and coordination of the Army-wide program in the biological sciences.

(5) Direction, proponency, evaluation, and coordination of medical automation systems of the Army.

(6) Direction, evaluation, and coordination of medical materiel and maintenance programs, including materiel life cycle management.

(7) Technical review and evaluation of medical and nonmedical materiel to determine possible existence of health hazards.

(8) Formulating policies and regulations concerning the health aspects of Army environmental programs.

(9) Direction, evaluation, and coordination of worldwide command programs to protect and enhance health by control of environment and prevention of disease.

(10) Directing and formulating policies and procedures to integrate the research and development activities for nutrition and wholesomeness in support of the DOD Food Service Program and establishes nutritional standards of the Daily Food Allowances.

(11) Managing medical aspects of Security Assistance Program.

b. Under the General Staff supervision of the DCSPER, TSG has responsibility for—

(1) Exercising personnel management authority over commissioned and warrant officer personnel of the Army Medical Department (AMEDD), except general officers.

(2) Development of AMEDD Officer Corps authorizations within overall approved AMEDD officer ceilings.

(3) Technical review of TDA and MTOE to ensure documents contain proper AMEDD personnel, title, and grade.

(4) Development of manpower requirements and allocations for AMEDD units included in FYDP elements for which TSG is designated program director.

(5) Technical review of Common Table of Allowances (CTA) documents to ensure the integration of materiel and basis of issue for medical units or personnel.

(6) Technical review and evaluation of TOEs, MTOEs, and TDAs pertaining to medical personnel and equipment.

(7) Establishing guidelines for medical materiel concepts, processing medical materiel requirement documents, and reviewing approved requirements for validity and viability.

c. Under the General Staff supervision of the COA, TSG has responsibility for formulation, justification, and supervision of execution of Army budgets for health services, to include health professional education and training.

d. Under the General Staff supervision of the ACSI, TSG has responsibility for the production of DOD general as well as scientific and technical intelligence on medical matters, and for coordination of the acquisition and exploitation of foreign medical materiel with other Government agencies.

e. Under the General Staff supervision of the DCSOPS, TSG has responsibility for—

(1) Preparation of the medical portion of contingency plans.

(2) Evaluation of training and readiness of AMEDD units.

(3) Development of medical support elements of Army forces.

(4) Health services doctrine, concepts, and systems and their integration into overall doctrine and systems developed and fielded for the Army.

(5) Review and analysis to identify and resolve problems concerning Basis of Issue

Plans for medical items and other items relating to health protection and sanitation.

(6) Medical aspects of simulation, gaming, studies, and force development tests and evaluations.

f. Under the General Staff supervision of the DCSRDA, TSG has responsibility for—

(1) Formulation, justification, and execution for Other Procurement, Army (OPA) appropriation in support of Medical Care Support Equipment (MEDCASE) investment requirements and Research, Development, Test and Evaluation, Army (P6) appropriation for health-related biomedical sciences.

(2) Overall international military medical standardization programs within DA.

(3) Technical program guidance and review of medical research for defensive aspects of chemical operations performed by the US Army Materiel Command.

g. Under the General Staff supervision of the DCSLOG, TSG has responsibility for—

(1) Army class management for medical materiel to include processing and coordination of medical materiel requirements for overseas commands to the Defense Personnel Support Center.

(2) Determining the proper types of medical items (and other than medical items as related to the health, protection, and sanitation of the Army) and quantities of equipment for the Army.

h. Under the General Staff supervision of the DAA, TSG has responsibility for—

(1) Program management of all medical automation systems and equipment for the Army.

(2) Determining the proper approval authority for medical automation by either using the authority delegated or obtaining DAA, ASA(IL&FM) and/or DOD approvals.

(3) Formulating policies and regulations concerning medical automation aspects of Army programs.

i. Under the Special Staff supervision of the COE, TSG has responsibility for—

(1) Planning, programing, and budgeting for health facilities construction (construction category 500).

(2) Providing technical assistance and guid-

ance on the health aspects of pollution control and emission monitoring programs.

j. TSG serves as Chief of the Army Medical Department and commands Army Medical Department personnel, organizations, and facilities as assigned, and exercises technical staff supervision over all other facilities and units of the Army involved in delivery of health services.

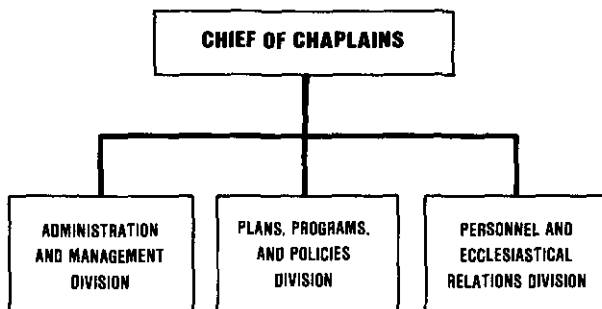


Figure 2-13. Office of the Chief of Chaplains.

**2-34. Chief of Chaplains.** The Chief of Chaplains (CCH) has Army Staff responsibility for religious, moral, moral leadership, and Chaplain Support Activities Army-wide. The CCH provides advice and assistance to the Secretary of the Army, the Chief of Staff, the Army Staff, and to all other elements of the Department of the Army on matters within his area of responsibility. The CCH is designated a Personal Staff Officer authorized direct access to the Chief of Staff. In discharging assigned responsibilities equitable consideration is given to the Active Army, Army National Guard, and Army Reserve.

a. The CCH has responsibility for—

(1) Religious and moral needs of military personnel, authorized civilian and retired military personnel, and their families; religious ministrations and religious education in the Army; pastoral care and counselling; moral leadership and Chaplain Support Activities and orientation for military personnel; research and evaluation in belief and value systems as they pertain to human relations problems which include alcohol and drug abuse, racial tensions, and dissent; religious public information activities; and liaison with the ecclesiastical agencies.

(2) Establishment of policies pertaining to chaplain ministrations and denominational requirements.

(3) Establishment of professional and educational qualifications and training objectives for chaplains; determination of denomination quotas; and procurement of qualified clergy to serve as chaplains to meet Army requirements.

(4) Determination of chapel and religious education facility construction requirements and design approval and formulation of ecclesiastical logistics guidance and requirements; and ensuring conformity with religious laws, canons, and jurisdiction.

(5) Formulation of professional guidance for chaplain and chapel activities specialist training, readiness, and force development.

(6) Establishment of professional and educational qualifications for Directors of Religious Education.

b. The CCH serves as chief of the Chaplains branch and exercises career management authority over members of the Chaplains branch.

c. The CCH exercises operational control over the US Army Chaplains Board.

d. The CCH serves as a member of the Armed Forces Chaplains Board.

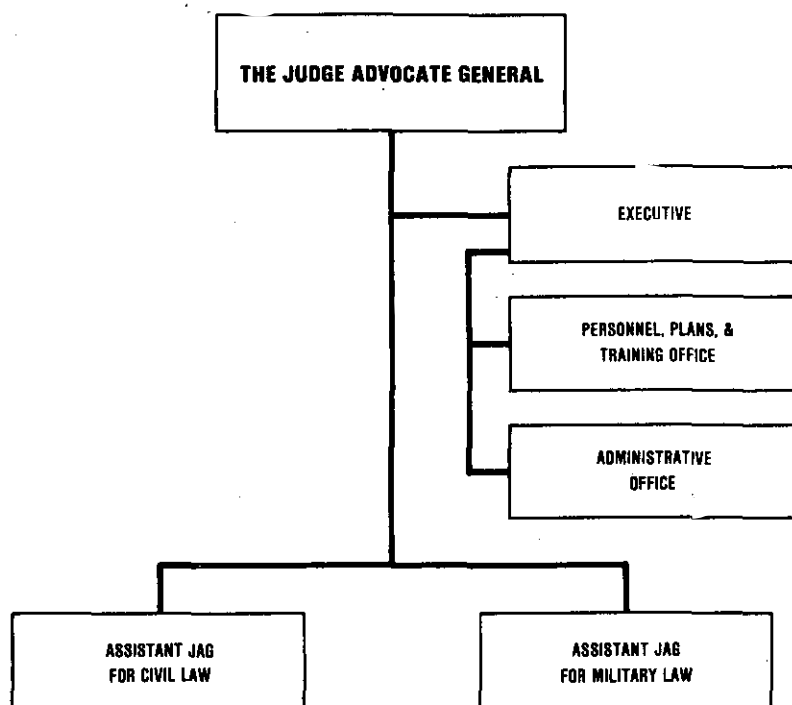


Figure 2-14. Office of The Judge Advocate General.

**2-35. The Judge Advocate General.** The Judge Advocate General (TJAG) is the legal advisor of the Chief of Staff of the Army, members of the Army Staff, and members of the Army generally. TJAG also serves as military legal adviser to the Secretary and other officials of the Office, Secretary of the Army in coordination with the General Counsel. The military justice responsibilities of TJAG are specified in law, executive orders, and regulations. TJAG has staff responsibility for provid-

ing legal services to the Army, providing professional guidance to military and civilian attorneys of the Army, making recommendations concerning the establishment of Army legal offices, and exercising technical supervision over all Army legal offices. TJAG is designated a Personal Staff Officer authorized direct access to the Chief of Staff.

a. TJAG is responsible for—

(1) The career management of the members

of the Judge Advocate General's Corps, except general officers.

(2) Professional legal training for the Army.

(3) Administering the Army claims and legal assistance services.

(4) Administering the Army system of military justice.

(5) Providing acquisition legal advice to the Chief of Staff and Army Staff.

b. TJAG is the custodian of general court-martial records and special court-martial records where a bad conduct discharge was adjudged and receives, revises, and records the proceedings of courts of inquiry and military commissions.

c. TJAG maintains custody of records of war crimes trials conducted by US Army personnel with respect to war crimes committed against US personnel and conducts a legal review for compliance with international law of all weapons procured or acquired by the United States Army.

d. TJAG is responsible for the initiation, administration, supervision, and coordination of measures for the protection of the Government in litigation and other legal proceedings which arise out of the operations of the Department of the Army or which otherwise involve its interests.

e. TJAG controls and coordinates the patent, trademark, copyright, and related activities of the Department of the Army.

f. TJAG is the Secretary of the Army's designee to process and make final disposition of complaints filed under Uniform Code of Military Justice, Article 138.

g. TJAG directs members of the Judge Advocate General's Corps in the performance of their duties.

h. TJAG performs the following special actions:

(1) For the Secretary of the Army, designates court-martial convening authorities pursuant to Articles 22(a)(6)(10 U.S.C. 822); 23(a)(7)(10 U.S.C. 823); and 24(a)(4)(10 U.S.C. 824).

(2) Recommends the assignment of judge advocates (Art. 6, UCMJ, 10 U.S.C. 806).

(3) Certifies military judges as qualified for duty (Art. 26(b), UCMJ, 10 U.S.C. 826).

(4) Designates military judges of general courts-martial (Art. 26(c), UCMJ, 10 U.S.C. 826).

(5) Certifies trial and defense counsel detailed for courts-martial (Art. 27, UCMJ, 10 U.S.C. 827).

(6) Acts on appeals from nonjudicial punishment imposed by Army commanding officers when there is no intermediate superior authority reasonably available to take the action designated by the Secretary of the Army.

(7) Acts on request to review denials of applications for deferment of confinement when the record of trial is being reviewed pursuant to Article 66, UCMJ, 10 U.S.C. 866, designated by the Secretary of the Army.

(8) Exercises discretionary authority in certifying to the US Court of Military Appeals, cases reviewed by an Army Court of Military Review (Art. 67(b)(2), UCMJ, 10 U.S.C. 867).

(9) Reviews every record of trial by general court-martial in which there has been a finding of guilty and a sentence, and for which appellate review under Article 66, UCMJ, is not provided (Art. 69, UCMJ, 10 U.S.C. 869).

(10) Acts on application for relief in court martial cases finally reviewed, but which were not reviewed by an Army Court of Military Review (Art. 69, UCMJ, 10 U.S.C. 869).

(11) Acts on petitions for new trial based upon newly discovered evidence or fraud on the court (Art. 73, UCMJ, 10 U.S.C. 973).

(12) Acts within his or her discretion at any time prior to completion of appellate review, to mitigate, remit, or suspend, in whole or in part, any unexecuted portion of a sentence, other than a sentence extending to death or dismissal or affecting a general officer (designated by the Secretary of the Army).

(13) Makes good faith marriage determinations pursuant to section 423 of title 37 United States Code (designated by the Secretary of the Army).

i. TJAG commands the following:

(1) US Army Claims Service.

(2) US Army Legal Services Agency.

(3) The Judge Advocate General's School, US Army.



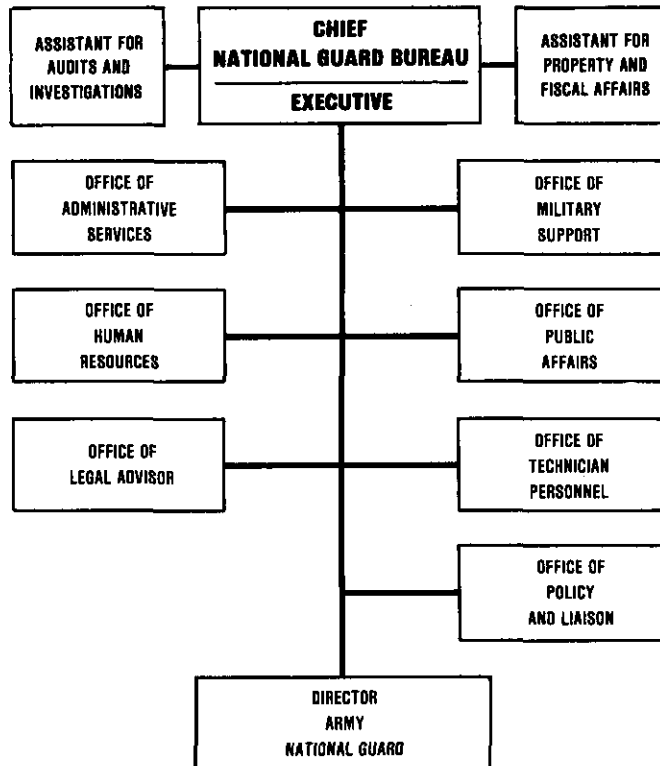


Figure 2-15. National Guard Bureau.

**2-36. Chief, National Guard Bureau.** The National Guard Bureau (NGB) is a joint bureau of the Department of the Army and the Department of the Air Force, headed by a chief who is the adviser to the Secretary of the Air Force and the Chief of Staff, Army and to the Secretary of the Air Force and the Chief of Staff, Air Force on National Guard matters. The NGB is the channel of communication between the departments concerned and the several States, Puerto Rico, the Virgin Islands, and the District of Columbia on matters pertaining to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States (10 U.S.C. 3015).

a. AR 130-5/AFR 45-17 prescribes the organization and functions of the National Guard Bureau.

b. The CNGB has the responsibility for all matters pertaining to the development, readiness, and maintenance of the Army National Guard. Operating within established departmental policies, and the provisions of the United States Code, the CNGB—

(1) Participates with other Army Staff agencies in the formulation and development of DA policies affecting Army National Guard matters.

(2) Is the Budget Program and Appropriations Director of OMARNG, MCARNG, and National Guard Personnel, Army.

(3) Has staff responsibility, as Program Element Director, for the ARNG portion of Major Program 5 of the FYDP.

(4) Is responsible for the development and maintenance of Annex I, ARNG Unit Program, Reserve Component Troop Basis of the Army.

(5) Controls and manages the Army National Guard logistics system to include equipment distribution, redistribution, and maintenance.

(6) Is responsible for presentation and defense of ARNG budgets before the Appropriation Committees of the Congress.

(7) Establishes policy concerning ARNG facilities construction to include their operations and maintenance.

(8) Develops policy and procedures in conjunction with OCE for the acquisition or disposal of real estate for use by ARNG.

(9) Controls and manages the Army National Guard Aviation Program.

(10) Is responsible for development of policy to ensure that a high degree of readiness to conduct domestic emergency missions is maintained by the National Guard of the several States, Puerto Rico, the Virgin Islands, and the District of Columbia.

(11) Exercises supervision and control of the—

(a) ARNG Operating Activity Center.

(b) ARNG Personnel Center.

(c) National Guard Computer Center and has staff responsibility for the ARNG automated data processing systems.

(12) Has staff responsibility for—

(a) The administration and management of the Army National Guard Technician Program including the establishment of personnel policies, allocation of resources, and issuance of technician personnel regulations to govern the program.

(b) The implementation and administration of the National Guard programs of equal opportunity, equal employment opportunity, and organizational effectiveness.

(c) Establishing liaison with minority and professional organizations to promote recruiting and harmonious human relations.

(d) Compliance review and investigation of discrimination complaints in accordance with provisions of title VI and title VII of the Civil Rights Act of 1964, DOD Directive 5500.11, Public Law 90-486, and Public Law 92-261.

(e) Coordinating National Guard public affairs matters with the Department of Defense and the Army Staff.

(f) Developing community relations programs and advertising publicity in support of National Guard recruiting and retention objectives.

(g) Reporting public information, domestic actions, and command information.

(h) Promoting maximum National Guard mobilization readiness.

(i) Coordinating Joint and Specified Command exercises with the several States and evaluating exercise effectiveness in relation to National Guard participation.

(j) Management of National Guard Bureau publications and forms distribution.

(k) Administration including records and documentation management, studies repository, Privacy Act and Freedom of Information Act, heraldry, lineage, honors, and National Guard history.

(l) Congressional and White House actions to include witness responsibilities, reports on legislation, and inquiry response.

(m) Review and supervision of National Guard procurement nationwide and responsibility as head of procuring activities for NGB.

(n) Supervision of United States Property and Fiscal Officers nationwide.

(o) Monitoring litigation involving National Guard; acts as liaison between OTJAG and the States.

(p) Providing to the States, at their request; other agencies within DOD; as well as other Federal agencies; National Guard Bureau interpretation of Federal law affecting the National Guard.

(q) National Guard Bureau Management Information Systems.

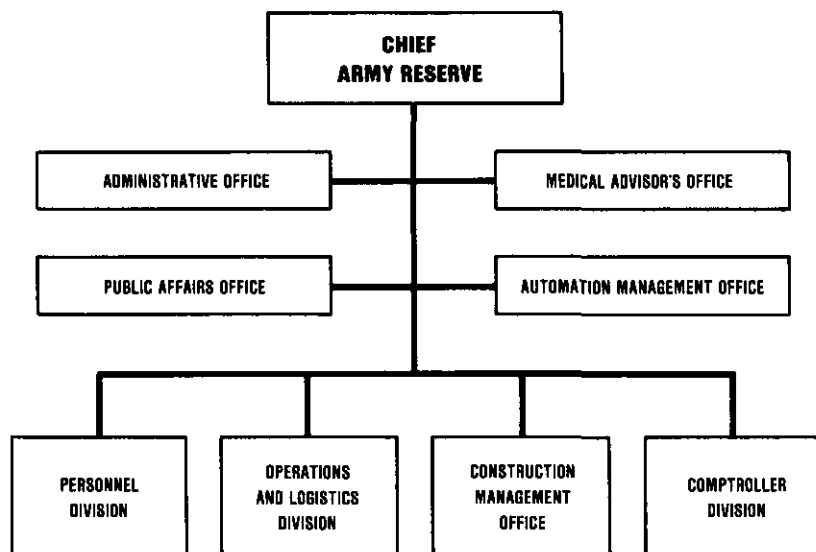


Figure 2-16. Office of the Chief, Army Reserve.

**2-37. Chief, Army Reserve.** The Chief, Army Reserve (CAR) is the adviser to the Chief of Staff on Army Reserve matters. The CAR has responsibility for all matters pertaining to the development and maintenance of the Army Reserve. Operating within established Army policies, the CAR—

a. Participates with other Army Staff agencies in the formulation and development of Department of the Army policies, programs, and action affecting the Army Reserve.

b. Advises all other elements of the Army Staff on Army Reserve matters.

c. Exercises staff supervision as to timeliness and adequacy of implementation and execution of approved plans, policies, and programs pertaining to the Army Reserve.

d. Is the Budget Program and Appropriations Director of RPA, OMAR, and MCAR.

e. Is the Program Element Director of the USAR portion of Major Program 5 of the FYDP.

f. Is responsible for development and maintenance of Annex II, USAR Unit Allocation of the Reserve Component Troop Basis of the Army.

g. Directs relocations, activations, reorganizations, redesignations, and inactivations of all USAR units within CONUS and the oversea commands. Allocates USAR units to communities in accordance with DOD Directives.

h. Assists in the development of and recommends policy and plans for mobilization and demobilization, to include procedures and priorities for ordering USAR units to active duty.

i. Recommends policies in coordination with ODCSOPS and ODCSPER and standards for training US Army Reserve Troop Program units and unit members, and members of the Individual Ready Reserve.

j. Assists in program development and selection of USAR units and individuals for OCONUS training programs.

k. Assists in development and planning of USAR force requirements.

l. Identifies capability gaps and associated operational, organizational, and materiel goals; develops and recommends policy and programs to alleviate identified problems.

m. Recommends policies and standards for training media support, literature, exhibits, simulators, devices, and training technology to support the USAR.

n. Maintains Permanent Orders files on all USAR units/spaces, provides organizational changes to support budget programs for FYDP, provides changes to Force Accounting System (FAS) for USAR units, maintains data changes on status of USAR units, and audits RCTB (USAR) by MUSARC, State, Army, and oversea command to include grade and branch structure.

*o.* Recommends changes to the DA Master Priority List (DAMPL), and audits and reviews all USAR MTOE/TDA.

*p.* Programs and distributes funds in accordance with priorities established by HQDA, in support of the affiliation program.

*q.* Evaluates operational and readiness capabilities of the USAR and the resources to accomplish these capabilities.

*r.* Assists in planning for USAR role in Army contingency plans.

*s.* Develops, in conjunction with the Army Staff, USAR aviation policies and procedures. Develops the USAR Aviation Budget.

*t.* Assists in development of policy and plans for use of USAR PSYOP, unconventional warfare, and civil affairs units.

*u.* Monitors USAR participation in support of DA Domestic Action Program, support to other Federal agencies, and approved Federal projects.

*v.* Conducts DA approved special training activities for the USAR, including marksmanship and CIOR.

*w.* Establishes policy, priorities, and plans pertaining to requirements, site selection, construction, and use of facilities for the USAR.

*x.* Develops procedures and manages USAR repair and return to user depot maintenance program.

*y.* Establishes programing and budgeting for the USAR Technician Program.

*z.* Advises and makes recommendations to the Chief of Staff on that portion of the Mobilization Designation Program as pertains to general officers and monitors the overall MOBDES Program.

*aa.* Develops plans, programs, and, in conjunction with ODCSPER, policies relative to procurement of USAR officers for active duty

in a statutory tour and Special Active Duty for Training status.

*ab.* Allocates Reserve personnel to the US Army Element, Selective Service System.

*ac.* In coordination with the DSCPER, provides policy direction and monitors the Personnel Management Systems of the USAR.

*ad.* Monitors Army automation management, automated systems/ADPE, and requirements control symbol for the US Army Reserve.

*ae.* Is responsible for cost analysis, effectiveness and cost-effectiveness analysis, financial management, resource management review, and management practices activities within USAR.

*af.* Is responsible for preparing cost estimates of USAR force structures.

*ag.* In coordination with the Office of the Chief of Public Affairs, OSA, develops and implements a National Awareness Publicity Program to inform the public of Army Reserve activities and its role in National Defense.

**2-38. The Personal Staff.** *a.* The Personal Staff assists the Chief of Staff in specifically designated areas. The Personal Staff includes those officers whom the Chief of Staff selects to serve as aides, those other individual staff officers whose advice and assistance the CSA desires to receive directly, and those Staff agencies whose activities and functions the CSA desires to coordinate and administer directly rather than through normally established staff channels.

*b.* The Office of The Inspector General is the sole Personal Staff agency.

*c.* The Chief of Chaplains, The Judge Advocate General, and The Auditor General are designated Personal Staff officers.

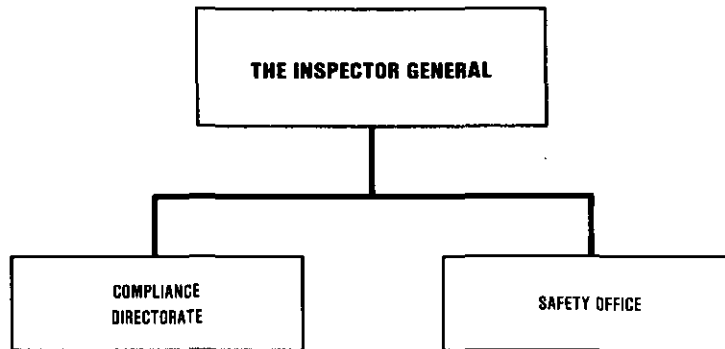


Figure 2-17. Office of The Inspector General.

**2-39. The Inspector General.** The Inspector General (TIG) is a confidential representative of the Secretary of the Army and the Chief of Staff, United States Army as provided for by section 3039(a) of title 10 United States Code. He serves on the personal staff of the Chief of Staff and has direct access to the Secretary of the Army. TIG serves as the Army's Occupational Safety and Health Official. TIG commands the US Army Inspector General Agency (USAIGA).

a. TIG has responsibility for—

(1) Inquiring into and reporting upon matters influencing the performance of mission and the state of discipline, efficiency, economy, safety, and morale of the Army and evaluating reports of corrective action for adequacy and sufficiency.

(2) Conduct of inspections, investigations, inquiries, and surveys as directed by the Secretary of the Army or the Chief of Staff or as prescribed by law or regulations, and reports thereon directly to the Secretary of the Army or the Chief of Staff.

(3) Maintenance of day-to-day surveillance of the Army-wide nuclear weapons and reactor technical inspection system and providing detailed policy and guidance thereto.

(4) Supervision and control over the US Army Agency for Aviation Safety (USAAVS).

(5) Providing advice and assistance to the Secretary of the Army, Chief of Staff, other members of the Army Staff, and all other elements of the DA with respect to Army-wide audit compliance function.

(6) Performance of inspection and survey coordination for the DA Staff.

(7) Developing Army audit compliance pol-

icy and performing compliance functions for the DA Staff.

(8) Acting for the ASA(IL&FM) as the focal point for receipt, assignment, and control of all GAO audit reports, including receipt and dissemination of information concerning GAO activities within DA.

(9) Scheduling, coordination, conduct, and approval of manpower surveys of major Army command headquarters and their staff support activities, and field operating agencies of the Army Staff.

(10) Overall supervision of all Army Safety Program activities including compliance with the Occupational Safety and Health Act (PL 91-96), Executive Order 11087, and Title 29, Code of Federal Regulations, Part 1960.

(11) Maintaining surveillance over the effectiveness of the DA worldwide Inspector General System and, as appropriate, advising the Secretary of the Army and the Chief of Staff on this and other matters concerning Inspector General activities.

(12) Approval and disapproval of all officers nominated for detail as Inspector General.

(13) Performing such other duties as may be prescribed by the Secretary of the Army or as required by law.

b. TIG serves as—

(1) A member of the Army Policy Council and Army Staff Council.

(2) The functional adviser to the DCSPER for the Army Civilian Career Program for Safety Management.

c. In discharging these responsibilities, equitable consideration is given to the Active Army, the Army National Guard, and the Army Reserve.

## CHAPTER 3

### MAJOR ARMY COMMANDS

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- 3-1. United States Army Materiel Development and Readiness Command (DARCOM). See AR 10-11.
- 3-2. United States Army Communications Command (USACC). See AR 10-13.
- 3-3. Military Traffic Management Command (MTMC). See AR 10-18.
- 53-4. United States Army Criminal Investigation Command (USACIDC). See AR 10-23
- 3-5. United States Army Military District of Washington (MDW). See AR 10-30.
- 3-6. United States Army Training and Doctrine Command (TRADOC). See AR 10-41.
- 3-7. United States Army Forces Command (FORSCOM). See AR 10-42.
- 3-8. United States Army Health Services Command (HSC). See AR 10-43.
- 3-9. United States Army Intelligence and Security Command (INSCOM). See AR 10-122 and AR 10-46.
- 3-10. Army components of unified commands. The Army components of unified commands are major commands of the DA and consist of such subordinate commands, units, installations, and activities as may be assigned to them by HQDA. The establishment and mission of Army Component commands are contained in directives of unified commanders and of HQDA. The establishment, mission, and organization of unified commands are set forth in directives of the DOD. The following Army field commands are Army Components:

*Army Component*

United States Army, Europe  
8th United States Army  
United States Army, Japan

*Unified Command*

United States European Command  
United States Forces, Korea  
United States Forces, Japan

1 November 1978

AR 10-5

The proponent agency of this regulation is the Office of the Chief of Staff. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DACS-DMS) WASH DC 20310.

By Order of the Secretary of the Army:

BERNARD W. ROGERS  
*General, United States Army*  
*Chief of Staff*

Official:

J. C. PENNINGTON  
*Brigadier General, United States Army*  
*The Adjutant General*

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